

CONNECTICUT INDUSTRY



MOST BURNING INDUSTRIAL PROBLEM IS RAW MATERIALS. A SOLUTION LIES IN THE STARVING SCRAP PILE. FOR HOW ONE CONCERN IS HELPING FEED IT, SEE PAGE 12.

OCTOBER 1942



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CONNECTICUT INDUSTRY

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*Only A Few Days Left
To make Reservations for*

THE MANUFACTURERS ASSOCIATION OF CONNECTICUT

Annual Meeting and Banquet HARTFORD CLUB

WEDNESDAY, OCTOBER 21, 1942

Two Sessions: 3:00 p. m. - 6:30 p. m.

A Program Geared to War

FEATURING

WILLIAM HARD, *Labor Editor, Readers Digest*

Subject: Management Plus Labor for a Free Society

ALBEN W. BARKLEY, *Majority Leader, U. S. Senate*

Subject: "What the United States Faces Today"

VERNON E. "SAM" VINING, *Industrial Relations, Westinghouse Electric & Mfg. Company*

Subject: "Selling Morale"

IF YOU CAN'T SECURE ADEQUATE TRANSPORTATION BY TRAIN OR BUS WE SUGGEST
YOU MAKE ARRANGEMENTS TO "DOUBLE-UP" WITH SOME MANUFACTURER IN
YOUR NEIGHBORHOOD TO CONSERVE GAS AND TIRES

AMERICA'S PROBLEM NO. 1

The shortest definition of victory in battle given by military men is a concentration of the greatest firepower at the "right" place at the "right" time. But before there can be any battles won, industry, agriculture and all transportation agencies must have sufficient of the right type of manpower working efficiently with enough of the right kind of tools, equipment and materials to produce and transport this potential "firepower" to the right places *at the right time*. On our way toward producing the overwhelming firepower needed by our ever-increasing forces and those of our allies we are now entering the stage we may properly call the "manpower pinch".

Up to now we have experienced no insuperable difficulty in supplying the manpower necessary for our expanding war effort. Men and women have been taken from the ranks of the unemployed, from civilian jobs and finally from the group normally not available for work. But with the ever-increasing demands of Selective Service, the organized recruiting of other branches of the armed services, the elasticity of our labor force is fast reaching the point of "fatigue". According to a WPA estimate our total labor force was 55,500,000 in the spring of 1942. If we cannot better the English record of 47% of population mobilization for war work we are fast approaching the end of our labor manpower resources of 63,000,000, for we have taken an estimated 2,500,000 more from the reserves since last spring, leaving only 5,000,000 more to draw upon. On top of that General Hershey has just recently indicated that we may need up to 13,000,000 for the armed forces or 4,000,000 more than contemplated in early planning, which means adding 4,000,000 or more persons to the war production forces.

Whether we have armed forces of 9, 10, 11 or 13 million, the manpower problem is beginning to enter a critical stage around which all other planning must hinge in the future. Assuming that there are 5,000,000 of the 6,000,000 homeworkers under 45, without children under 16, who still do not have jobs, as estimated by WPA last spring, the chief hope for attracting more women is from the mothers of younger children. This plan, which is said not to be very satisfactory, even in Germany, because the necessity for setting up shorter shifts, providing for special shopping hours and day nurseries, proved, in many cases, to be of more bother than the extra workers have been worth.

That the manpower pinch is being felt in Connecticut is brought home frequently to the Association by letters, calls and personal interviews indicating that even production of arms and ammunition threatens to drop if more experienced men are called into the armed services. With the competition for manpower among the armed services, industry, agriculture and other necessary civilian sources growing even stronger, industrial management must do everything in its power to train women and draft-proof men to replace certain men they cannot retain because they are not classified as "critical." In addition to tapping the alien, physically handicapped and negro reserve of manpower, as well as womanpower, management should also concentrate greater personal effort in educating draft boards as to why certain supervisory men with long experience are just as "critical" because of their acquired knowledge of operations "on the job" as the man who took three or four years to learn a trade or graduate from an engineering course.

Until now many men of top management have thought it unpatriotic to ask for deferments for certain supervisory men, but from now on patriotic action should take into consideration the loss of potential "firepower production" when determining whether or not to seek the deferment of any employee. If trainees can't fill the bill without substantial production losses, then deferment should be sought.

The manpower squeeze is here to stay for the duration. To come through it without severe production losses will require every ounce of Yankee ingenuity for which Connecticut industrial management is noted. It is "America's Problem No. 1".

Orford C. Fuller

President.



TWENTY YEARS A CHAMPION OF CONNECTICUT

EDITOR'S NOTE: This biographical sketch was prepared with the assistance of friends, acquaintances, relatives and "Who's Who in America," by one who has known and worked with Mr. Eyanson for well over a decade. It is being published now as a surprise recognition of his twenty years of service to Connecticut industry and the state. The letters reproduced herein were quietly collected by the author as an indication of the widespread approval of Mr. Eyanson's services by executives representing different fields of activity.

CHARLES LOUIS EYANSON derives from the Colonial English stock. His first established ancestors came to this country in 1634 with Lord Baltimore to settle the Baltimore Colony. They were nail manufacturers in England and continued the business in America contrary to English law forbidding such practice by colonists. The family name was "A'inson" until constant difficulty in understanding and writing it caused John A'inson, great-great-grandfather of Charles Louis Eyanson, to have the name changed to "Eyanson" sometime before the outbreak of the Revolutionary War. Indicative of a strong-willed patriotic quality of the family was John Eyanson's rejoinder to a government representative who offered him a land grant for bravery in action with the New Jersey Volunteers at Brandywine and Fort Ticonderoga. In refusing the gift he said, "I want no recompense. I gave my service to my country." His "plot" of land is in Lebanon Cemetery, Lebanon County, Pennsylvania.

When the curtain rises on a succeeding generation, Charles J. Eyanson, grandfather of Charles Louis Eyanson, is clerking in a clothing store called "Cherry Hall" on Chestnut Street, Philadelphia, with John Wanamaker, who later established his own now famous mercantile establishment. Bitten with a strong desire for pioneering, Charles J. and his older brother Tom later bought a covered wagon and started west with a firm determination to start a woolen mill at some advan-

tageous point in the middle western states. After a tortuous journey dogged by spring freshets and heavy yellow mud, the two brothers pulled up at sundown in front of the blacksmith shop at Columbia City, Indiana. One of their horses had thrown a shoe and they could move no farther until he was shod. After making a few inquiries of the village blacksmith, they decided to stay overnight in the only hotel, to find out all they could about the town. At first glance Columbia City had looked like a good place to start their mill. Further discussion with the townspeople and a walk around the village the next morning convinced them that here, at last, on the turbulent stream at the edge of town was the place to start their future as woolen mill owners. In the light of succeeding years it proved to be the predecessor of the present Columbia City Woolen Mill. However, after a number of prosperous years, the town forced the closing of the original mill because of the waste thrown into the river.

Determined to stay in the community he had grown to love, Charles Eyanson opened a clothing store in Columbia City while Tom, still determined to stay in the manufacturing field, moved on across the prairies and over the Rockies to Seattle, Washington, where he launched the Seattle Woolen Mill which made clothes for the newly-rich gold miners.

Came the next generation, Charles J. Eyanson, Jr., who worked in his father's store until he received his

education in the common schools and at Notre Dame. He, like his father, was caught up by the lure of new horizons westward. After an early marriage he followed his bent westward during the cattle wars, sometimes working as a surveyor and again as a store clerk until he was appointed an Indian agent. Chiefly he found employment in or around Denver, Cheyenne and Spokane.

A Life Begins

He had scarcely received his appointment as an Indian agent—in fact was away getting final instructions regarding his duties, when young Charles Louis was born, on the morning of September 15, 1892 on the banks of the Columbia River, near Spokane. With this start in life and the blood of pioneers in his veins, it is no surprise that "Louis", as he was called in his earlier days, was destined to follow the lure of a life that was more often dangerous than safe—one that reached out for the untried and unblazed trails of life.

When Louis was very young his father was called back to Columbia City to take over the arduous duties of operating his father's clothing store, his farms, and other interests, now too great a task for an aging man in failing health. So in his earliest days in short pants "Louis" learned what hard work was on the farm. His first paid job as a boy brought him 15¢ per day. Later he earned up to 60¢ per day weeding onions by the row.

Not a single farm chore escaped him. Nor did he miss the Alger-like job of peddling papers. On foot he once supplied a 90-paper route daily to earn the sum of \$1.00 per week. Before the age of 12 he had rented himself and team one summer for \$4 per day, but due to rain, broken harness and sickness of his horses he ended up the summer with only \$20 in his pocket.

The urge for experience—new faces, new tasks and places—drew Louis, like a magnet, into an extremely varied line of activity during his school days. Not content to tie the new fore-in-hand ties and fit hand-me-



Louis at the tender age of six months.

downs in his father's store every long holiday or vacation, young Louis sought and found work as a stable boy and cow hand at the age of 15 in far off Colorado. On his way back home he went broke and had but one sandwich and one meal in nearly a week. At another time he worked for the B & M haberdashery store in Peoria, Illinois.

His early instinct for engineering found an outlet helping the county surveyors one summer and as a transit man for two summers surveying three routes for army engineers on the proposed Toledo, Fort Wayne and Chicago barge canal. For this latter survey work, much of which was through the mosquito infested swamps, he received \$1.50 per day.

Not wanting to miss any near-by experience, he worked for a time with a pick and shovel as a section hand on the Pennsylvania railroad for \$38

per month. The blood of his manufacturing forebears must have stirred the first urge for creativeness in industry, for he began to find one job after another in this field as each new school vacation challenged his mind to locate some useful and paying job. Through his public school years and while attending St. Joseph's School and the University of Pennsylvania, he worked on a wide variety of jobs—mostly industrial.

At one time he worked as a bench moulder in a large Fort Wayne, Indiana brass foundry; at another as a riveter for the Avery Company in Avery, Illinois. The riveting job paid him the princely wage of 15¢ per hour. One summer he worked at the difficult job of wool packing, where he was called upon to get into the large wool bags and stamp down the wool. Another stiff assignment he encountered was on a rapid fire feeding operation in a canning factory supplying some of the 57 varieties to H. J. Heinz.

The new and untried jobs were choice oysters for Louis' untiring energies. Gary Steel Mills began to mushroom in Gary, Indiana. To Gary he went at the first opportunity, there to get a job doing wiring in a new wing of the plant. His second real taste of "big" business operation on the production lines was also his initiation into the atmosphere of war production at full speed. While attending the University of Pennsylvania during the earlier stages of the World War, he found a job as a "powder cutter" at du Pont's Carney's Point, New Jersey plant. (See photo of identification badge he wore.) Here he learned the true meaning of "the quick and the dead" when some-



Not a prison identification but a worker's badge of early vintage, worn by Mr. Eyanson as a duPont employee.

one yelled "powder". As he has described the job to friends, "you were either quick to slide down the long chutes out of danger when the cry of 'powder' rang out, or you were dead in pieces." This was his first experience in witnessing the birth of a war-time



Photo taken during junior year in college.

boom-town. Carney's Point grew from 300 to approximately 30,000 in three months and the push became ever stronger to produce more and more powder for the Russians.

Among the miscellany of his "hungers" for experience was a turn in the roundhouse in the Chicago and Alton Railroad. Here he had his first experience with the operation of the Brotherhood of Railroad Trainmen. The promotional lobe of Louis Eyanson's brains got its chance to exercise ingenuity first while he was a "news butcher" working for Gram and Morton, steamship line operating between the St. Joe and Chicago. A news butcher was the name then given to newsboys operating on trains and ships. The next chance to prove his mettle came as an independent operator of a "Hoopla" or ring game at St. Joe, Michigan. A third found him in partnership with a college friend operating a photo machine for the Todd Carnival Company. Memory of relatives indicates that he made out very well on all three promotional attempts, literally coining money in the minute photo business.

Throughout his school years from the age of seven until nineteen he had worked intermittently in his father's clothing store, never receiving over \$3.50 per week. From his earliest working days there Louis had known the value of money, for he was trusted with carrying the store cash to and from the local bank at the age of seven. By the time he had completed

his public and prep school work, he had made up his mind to go to the University of Pennsylvania. He wanted to be a woolen manufacturer, despite his greater experience in other lines, including a short term as an operator of a tile mill which his father owned for a time and in which industry his ancestors in England had been proficient for many years.

Minus legend, family recollection or cold facts from friends, there is little intimate lore concerning Louis Eyanson's college days available for this biography, except that he worked on "Pennsylvanian", the University newspaper, and was a member of the boxing and track teams. We know that he "waited on table" for his board, worked at Carney's Point and numerous other jobs including continuous repertorial work for the Philadelphia Ledger. He was also a member of the Theta Delta Chi Fraternity.

Although he started his college days with the academic course, he later secured permission to take certain subjects at the law school and some engineering studies, but finally elected business, accounting and industrial subjects. His law courses must have stood him in good stead, for in later life he was admitted to the practice of law in Indiana and before the Interstate Commerce Commission and the Maritime Commission. So rapidly did he assimilate his college work that he completed a full four years' course to receive a B.S. Degree in December 1916 at the end of 3½ years.

His Career Begins

As might be expected of a young college graduate in 1916, possessed of

a superabundance of mental curiosity and the daring to exploit it in timely fashion, Louis Eyanson located a post in the thick of "management planning" for efficient war production. Soon after becoming associated with the Naval Consulting Board and Council of National Defense, he became Chief of the Field Staff, production Engineering and Educational Section of the Advisory Council of National Defense under Hollis Godfrey, member of the Council, who was then President of Drexel Institute of Philadelphia. In this assignment he directed the first surveys of available capacity in the textile and several other industries of the country. Because his job further called for coordination of the work of the colleges with all other educational agencies, it led him naturally into the educational field he was destined to enter later.

War Experience

The war bug began to bite Louis Eyanson hard late in 1916. With the blood of a Revolutionary War veteran in his veins, it was little wonder that the energetic, irrepressible Louis fell victim to the call for patriotic action. His first desire was to secure a post in some combat service. He wasted no time in making an application for a commission in the Naval Aviation Reserve. However, during the time lag before receipt of action on his application, he became restive and enlisted in the aviation section of the Signal Corps of the U. S. Army with the understanding that he would be sent to England to be attached to the Royal Air Force. He had scarcely more than signed up for this branch before he

was asked to report for examination in the Naval Air Service. He was at Hazelhurst Field, Long Island, when the order was received. Ignoring it, he embarked on the Olympic and within five weeks of his enlistment landed in Liverpool after seven hectic days of zig-zag sailing without the aid of a convoy.

Before he had time to get acquainted with Liverpool he was sent to a camp in Ramsey, England, along with 7,999 other men who were his shipmates during the dangerous voyage. His ship had fired upon submarines in the Irish Sea but the Captain could not report "Sighted Submarine—Sank Same".

Settling down to vigorous ground training, Louis shortly became attached to the 85th and later the 87th Squadron of the Royal Flying Corps, which later became the Royal Air Force. The 87th was then commanded by a Major Bishop, now Marshall Bishop, so well known today in the Royal Air Force. The Major—an ace of all British aces—was doubtless an inspiration which spurred him on to attain leadership in a branch of service he was best suited for. Following his keen intuition, which had always been an infallible guide, Louis Eyanson convinced one of his associates, a young man by the name of Wilmer, that they ought to seek permission to organize a unit for the training of Aero-Fitters (now known as engine mechanics). As usual he was successful in securing permission. The team of Eyanson and Wilmer then moved to a large air field at Hounslow Heath, England, to inaugurate their course. Always the leader as well as a natural-born educator, Louis worked out the course and finally graduated over 3,000 well-trained fitters as well as 188 riggers, all during a period of six months at Hounslow Heath and another six months at Gullain, Scotland on Aberlady Bay, which protected the Firth of Forth and Edinburgh and was the headquarters for the North Sea patrol. Both in his training course and later while acting as a test and flight sergeant he worked with Hispano Suiza, Sunbeam, and Rolls-Royce Motors, as well as with the Knome, the Monolara, and their ships—the Dolphin, Handley Page, Arro, Spad, Newport Scout and SE's—in London defense and North Sea patrol areas.

At the close of his first year as a training instructor and flight sergeant, he went to France attached to a pursuit squadron. He was at San Quentin



Mr. Eyanson as a farmer (1911), a surveyor (1912) and (left) a soldier in London (1917).

with this same squadron when the Armistice was signed.

Between the Armistice, November 11, 1918 and March 19, 1919 when he returned to the United States to be mustered out with an honorable discharge, he served with the 264th American Air Squadron to which he had transferred almost immediately after the Armistice.

Back in Civilian Harness

Only three days passed after he had gratefully saluted the Statue of Liberty and his old associates before he was at work with Hollis Godfrey, Inc., consulting engineering corporation, headed by his former chief with whom he had been associated so happily before enlisting. Almost immediately he was made chief of staff and placed in charge of production work including large scale surveys of some of the nation's leading industries. Because of Dr. Godfrey's close connection with Drexel Institute (which offered degree courses in engineering and domestic science and arts) as president, "Charles" Eyanson, as he had come to be known in England, became an instructor at Drexel, and later Professor of Engineering Education and Director of the extension department. Meantime he helped to install a cooperative engineering course, the second in the country. The first had been installed only a short time before at the University of Cincinnati. Concurrently he carried on his consulting engineering work for Hollis Godfrey, Inc., until 1921 when Dr. Godfrey resigned as president of Drexel.

During the interim period of one year before a new president took office, Charles Eyanson was a member of the Inter-regnum Board of three who administered the affairs of Drexel under a prominent board of trustees including such men as Elisha Lee, E. T. Stotesbury, Anthonv I. Drexel, John R. Drexel, Samuel M. Curwen, A. J. Drexel Paul, J. Rodman Paul and Charlemagne Tower. Besides being Secretary and Director of the engineering and extension branches, the responsibility for the operation of all physical properties valued at \$8,000,000 rested largely upon his shoulders. The properties included machine shops, laboratories, restaurant, art gallery, museum, power plants and practice homes where students learned all phases of domestic science by day-to-day living in actual homes.

Seeing the possibility of a complete



Letter extending an invitation to teach and serve on the administrative board at Drexel Institute, Philadelphia.

change in organization upon the accession of a new president and no near-future opportunity to advance in position, Mr. Eyanson was on the alert for new opportunity. Among those interviewed for the presidency by Alexander Van Rensselaer and Mr. Eyanson was Albert Meredith, then Commissioner of Education for Connecticut. When Dr. Meredith declined the post it went to Kenneth Mathewson, president of Georgia Tech. It was the former who told President Hubbard of Mr. Eyanson's availability at the very time he was seeking an assistant. Shortly afterwards Mr. Hubbard requested Mr. Eyanson to call for an interview in Hartford, and was hired.

Strange New Fields

Coming to work on a part-time basis on May 5, 1922, he fell heir to the heavy duties of Assistant to the

President, a post just relinquished after two years by Dudley Harmon, now Executive President of the New England Council. From his first day until October when his work at Drexel was completed, he traveled between Hartford and Philadelphia alternating two weeks in each job.

He soon discovered the possibility for a broad expansion of the Association's membership and services. The offices were then located at 252 Asylum Street, Hartford, and there were only two administrative members on the staff besides the President. Two stenographers and a telephone operator made up the remainder of the working force. Then the membership and the annual income were only about half what it is today.

The first major job facing him was to represent industry in the 1923 legislature—a job with which he was entirely unfamiliar. Although this first



C. L. Eyanson at the time he joined the staff of the Manufacturers Association in 1922.

baptism of fire tested his ingenuity and strength to the utmost, reports indicate that he came through the ordeal with credit to himself and the organization.

Meantime during this session he had launched the Association's first regular monthly publication, *Connecticut Industry*, a 16-page non-illustrated magazine which sought to reflect not only the affairs of the Association but also to disseminate helpful information to its members and to promote the welfare of Connecticut industry. The magazine, now in its 19th year of continuous publication, has included advertising in its make-up for 17 years as well as gradually increasing in size and number of illustrations until it rates today as one of the leading publications of its kind in the country.

Never content to rest on past laurels Mr. Eyanson saw the need for establishing tax and traffic departments. Within two years he had both departments well organized with committees functioning. The tax work was soon taken over by a staff member but up until 1927 Mr. Eyanson continued to handle traffic matters with the assistance of an able committee of Connecticut's leading industrial traffic managers. Since that time the Traffic Department has been headed by an experienced traffic manager. Later in 1928, he was instrumental in launching a foreign trade department and securing for Connecticut its first Cooperative Office of the Bureau of Foreign

and Domestic Commerce with the manager of the Foreign Trade Department also acting in the capacity of manager for the Cooperative Office as a dollar-a-year man for the Government. Through this department numerous Connecticut industries were encouraged to enter foreign markets and hundreds were assisted in locating representatives and new markets in foreign countries. A low-cost translation service which has saved many thousands of dollars to Connecticut industries was also introduced early in 1930.

Washington Experience

Early in 1929 it became apparent that Connecticut industry was due for a severe economic shock through increased imports arriving in this country over the low tariff barriers offered by the inadequate Fordrey-MacCumber Tariff Act. The new Hawley-Smoot tariff to remedy the situation was in the making when Senator Hiram Bingham, then a member of the Senate Finance Committee, sought through President Hubbard and the Board of Directors the services of a man who knew what tariffs American industries required to protect their employees, the economic well-being of the companies and the communities dependent upon them. Unable to locate anyone else having sufficient knowledge of the subject, Mr. Eyanson's services were loaned to Senator Bingham from May until September. In this post he acted as Senator Bingham's clerk, furnishing him with the facts concerning the effect of past tariff requirements on industry and their present needs to keep them in a healthy condition.

Although there was no sin attached to the submission of facts and briefs on behalf of Connecticut manufacturers, the virus of political antagonism set in to make it a cardinal sin. The senator who, in an earnest endeavor to represent his constituents with adequate knowledge of the facts necessary to pass judgment on important tariff matters, was censured by his fellow senators. Bitter tariff opponents could not resist the opportunity to attempt to discredit him and the cause of an adequate tariff to protect the industries of the country, by a dastardly smear campaign and a public censure. Whatever history may record of his actions, Senator Bingham was the only man on the Senate Finance Committee who had the downright good judgment to secure an expert to furnish him with information

he lacked in order that he might adequately represent his constituents. To his everlasting credit he would not permit any of the onus of his course to be heaped upon the head of his clerk, Charles Eyanson. He alone of all the Senators had the intellectual honesty to admit he knew little of tariff matters, and desired to get the facts from someone who did.

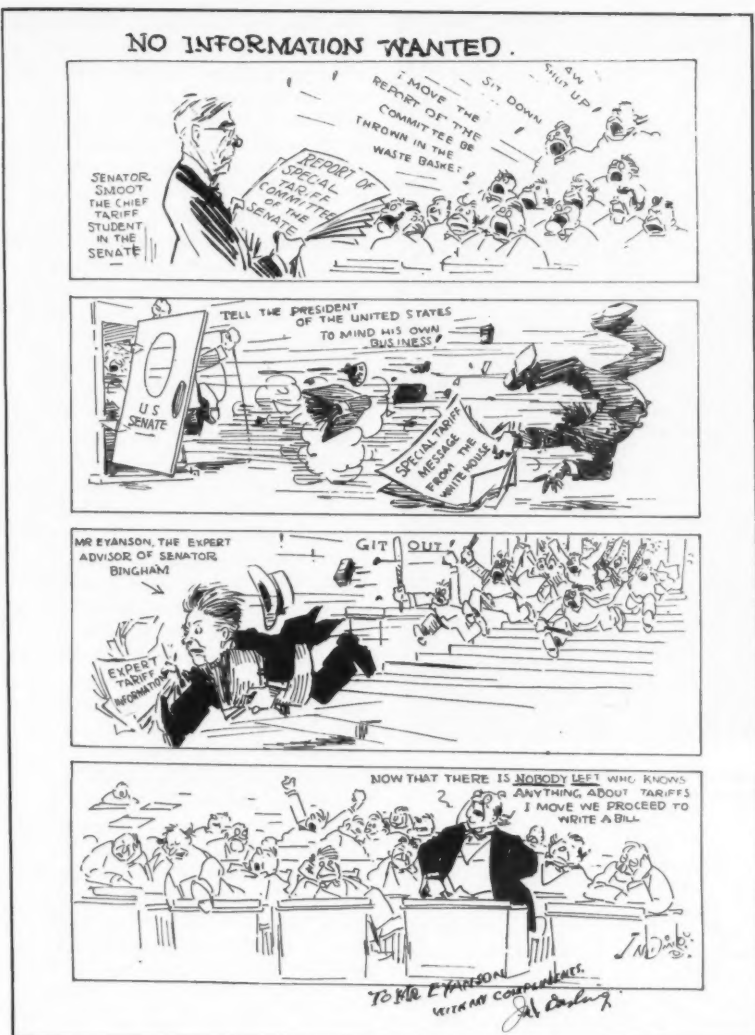
Despite the mud-slinging aimed at Mr. Eyanson, Joseph Grundy of the Pennsylvania Manufacturers Association and other protectionists for their part in the making of the Hawley-Smoot Tariff, fair-minded historians must record that together their work in representing the plight of Connecticut and American industry spelled the difference between success and failure for hundreds of industries. Many Connecticut industries, in particular, could not have met the foreign competition without the assistance of a higher tariff which tended to equalize the lower labor costs in other countries. Except for the Hull Trade Treaties, the Hawley-Smoot Tariff rates still stand.

During his brief service to Senator Bingham, Mr. Eyanson also served as Clerk of the Senate Committee on Insular Possessions, thus gaining a broad insight into the "problem children" of Uncle Sam. His Washington experience has also been of immeasurable value to him in guiding the Association's federal legislative policies.

The "Terrible Thirties"

The most hectic decade in the history of the Association started at the close of the Hoover Administration. It was likewise the busiest era in the life of Charles Eyanson. Although he was now a veteran industrial adviser to the Connecticut General Assembly and to the Association membership after virtually "living" on Capitol Hill during the legislative sessions of 1923, 1925, 1927, 1929 and 1931 while constantly keeping abreast of Federal legislative proposals, the greatest trials of his career came within the 1932 to 1942 period.

First came the Bank Holiday in March 1933 which posed numerous financial problems for industry. In his characteristic spirit of "never-say-die", Mr. Eyanson, assisted by the staff, rapidly collected local information about wage payment practices and countless other subjects and passed it along in bulletin form with other helpful advice to assist members in working out a satisfactory method of paying



Cartoon by Darling which appeared at the time of the writing of the Hawley-Smoot Tariff in 1929. Mr. Eyanson was then advisor to Senator Hiram Bingham.

their employees, of securing necessary food and fuel supplies and in solving their many other problems. Two months later when Senator Wagner introduced the National Industrial Recovery Bill, he and President Hubbard went to Washington and sought to have the legislation amended in workable form. Unsuccessful in this effort, the association geared itself and its members to exert their best efforts toward making the cumbersome act work. Largely through the "know how" gained from his experience with the National Defense Council, he was able to translate up-to-date information on various changes in codes, rulings, etc., and despatch these rapidly to interested members.

Always a staunch believer that even one man or a small group of men by the timeliness of their acts could help to mold history, rather than be engulfed by a seemingly overwhelming tide of events, he was instrumental in the launching of hundreds of conferences of companies in the same types of business in which code and ruling problems were clarified and adequate representation secured on the National Code Committees. He also took a leading part in working out the details of a successful cooperative effort between the Association and the State Recovery Board. Later, when the Wagner Labor Board took over jurisdiction of labor disputes from the State Recovery Board, Governor Cross sent him with

Labor Commissioner Tone to Washington to secure for Connecticut the right to settle its own labor disputes through the mediation efforts of the State Labor Department and a group of three—one representing industry, one labor and one the public. The success of this effort effected a notable contribution to industrial peace. Failure of that effort would have forced mediation of all labor disputes into the hands of less sympathetic and informed regional boards in Boston or New York—a far more expensive and less satisfactory procedure.

Legislative Work

If asked the question about who was responsible for the enlightened type of industrial legislation during the past 20 years, now a part of Connecticut law, Mr. Eyanson would say, "The sound judgment of legislators and sane leadership of our governors have made Connecticut industrial law something to be respected rather than feared." He would likewise give much credit to the advice and counsel of the state's industrial leaders who gave so freely of their time to present their views both to their local representatives and to committees of the General Assembly.

While it is true that Connecticut governors and legislators have exhibited sound judgment in dealing with legislative proposals affecting industry, their judgment had to have an adequate foundation grounded in the facts surrounding each proposal. They had the benefit of facts and advice from some enlightened spokesmen of labor, agriculture, education and the clergy, but to Mr. Eyanson must go the credit for assembling the facts and crystalizing the oft-times many-sided industrial viewpoint, and arranging for its proper presentation to governors and the right legislative committees and other leaders of the House and Senate. To be sure he was often forced to use strong language when he believed the best interests of the great industrial state of Connecticut were threatened with ill-considered legislation. But behind the personal equations was the well organized set of facts he had collected and presented which enabled the Legislature to take the right course in the overwhelming majority of cases.

Although space limits won't permit any lengthy recounting of his specific legislative experiences, these are a few which must be noted.



Mr. Eyanson, ex-Governor Cross and Bishop Budlong in an informal pose at the 1942 annual banquet of the Connecticut Chamber of Commerce.

"Who's Who in America" which first records his name in 1921, credits him with authorship of a 180-page book on "Old Age Dependency in Connecticut" written in 1931. This book, written after several months of exhaustive study and research under the guidance of a special committee, was published and distributed to the members of the Judiciary Committee, to prominent officials, industrialists, insurance executives, libraries and social agencies, and sold throughout the country. Because of the breadth of the study it received wide recognition and acclaim and continues to be sought by students of economics as a reference work. After a thorough perusal and consideration of the recommendations made in the book, the Judiciary Committee deferred action on the passage of the 1931 Old Age Pension proposal. In a later session of the General Assembly, as history records, an Old Age Pension measure was passed, and it was one that largely met the objections brought out in "Old Age Dependency in Connecticut."

"Who's Who" also records that in 1933 he authored a 206-page book entitled "Unemployment and Its Prob-

lems". The facts gathered together in this report about European practices as well as the results and conditions existing in the United States, must have influenced the judgment of the members of the Connecticut General Assembly in 1933, for they defeated the ill-conceived unemployment insurance measure then being considered.

Another contribution made by the Association at the suggestion of Mr. Eyanson was in the form of a bound report entitled "The Elimination of the Sweat Shop". This report, written by another staff member, was filled with constructive suggestions for legislation to strengthen the laws prohibiting the operation of sweat-shops. Among these suggestions were included severe penalties for operating sweat-shops and a unique method of locating all new shops opening in the state.

Although it is seldom that any one man can be credited with securing the passage of any legislative measure except the Governor or respective leaders in the House or Senate, no man worked more diligently for the passage of the bill creating the State Board of Mediation and Arbitration than Mr.

Eyanson. He conceived this measure, also advocated by Governor Cross, as a "Magna Charta" for industrial peace in Connecticut. Although no-man-made statute can nullify all the urges of human nature smarting under fancied or factual wrongs, since the passage of the bill and the creation of the State Mediation and Arbitration Board, industrial disputes resulting in actual strikes have reached an all-time low in Connecticut, and set a record among the industrial states of the nation.

World War II

Born of a generation destined to see active service in one great world struggle for human liberty and to live during another, it was inconceivable that he should not find important contributions to make as a non-combatant in the present global war. Shortly after Mr. Chamberlain and his umbrella settled to new lows for unpopularity in England and abroad, and it became apparent that Munich was the beginning of a new world struggle for power, Mr. Eyanson began to visualize the most effective role the Association might play in a state known since the Revolution as the "Arsenal of Democracy." It had given wholehearted cooperation to the Unemployment Commission appointed by Governor Baldwin in 1939, which laid the groundwork and introduced our present war-time job training program. Because of his rich experience in the National Defense Council in 1916 and his feeling of the need for state councils in every state, he counseled the formation of such a body in Connecticut. It became a reality in June 1940 when Governor Baldwin named an eleven-man commission, with General Sanford H. Wadhams as Chairman and President Hubbard as Chairman of the Industrial Division. Putting first things first the Industrial Division, with the aid of Mr. Eyanson's past experience in Council work, devised and mailed to some 2400 manufacturers a comprehensive questionnaire which sought to learn all manufacturing facilities and equipment in the state. Despite the Council's lack of funds to do follow-up work, some 1600 questionnaires were returned and catalogued by the International Business Machine method, thus making the first known record of its kind in the country of available facilities for war production. Although not complete, this classified record of machinery saved months of time for

government procurement agencies, prime contractors and for the War Production Board when it first opened its doors to do the work originally conceived for the Industrial Division of the State Defense Council until its activities were limited to civilian defense last summer.

Cooperative Leadership

A strong believer in the superiority of cooperative effort over dictum, whether by government or self-elected business or social dictator, Mr. Eyanson sought the widest possible contacts with state and federal agencies and organizations of all types. He sought to serve their interests whenever such service was within the Association's power to give without prejudicing the cause of another group. Although his predecessors at the Association had also developed many mutually valuable relations with other groups and government agencies, departments and commissions, the cooperative activities of the Association have reached an all-time high under the leadership of Presidents E. Kent Hubbard and Alfred C. Fuller, with the able assistance of Mr. Eyanson. In recognition of his executive abilities he was given the title of Executive Director in 1940.

His cooperative leadership led the Association to assist in the manning of the Hartford office of the OPM (Now WPB) and to lend assistance to the present state administration in the organization and functioning of the Governor's "Victory" Council (now known as the Connecticut War Industries Commission), which has already secured hundreds of thousands of dollars worth of business for Connecticut companies. Besides offering man-power suggestions to man the Commission's field staff, the Association loaned one of its own staff members to assist in launching the work of the Commission, including the opening of a Washington office to contact procurement officers of the Army, Navy and other armed services.

Desiring to be of the utmost help in speeding the war effort, the Association staff under President Fuller's direction and Mr. Eyanson's supervision, has offered and given continuous informative service of great value to procurement officials of practically all branches of the service. In fact the Association's headquarters staff has geared itself for war in all of its many informational services which include advisory assistance to manufacturers

on such important subjects as job training, salvage, war contracts, rationing, price control, priorities, plant facilities, transportation, taxation, personnel, export trade, employee relations, cooperation with federal and state agencies. It has figuratively fitted itself with "seven league boots" by giving from its large storehouse of knowledge to government officials and agencies when such assistance meant the saving of days, weeks and many times months of precious war production time.

Besides the executive direction of the Manufacturers Association and his most important individual task—legislative work—he has had probably a broader experience in industrial relations work with a larger number of industries than any man in Connecticut with the exception of certain men in the Labor Department. His advice has been freely sought and given to hundreds of Connecticut industries during the past 20 years.

Miscellany

In less than a sizeable volume it is impossible to set forth more than the outlines of Charles Eyanson's manifold activities. For the possessor of a keen mind like his, every day beckons as a challenge to new and vigorous action. That challenge may come from a passing or matured thought the night before, sharpened into determination by contact with other minds, or it may come suddenly from a real desire to help a stranger who calls unannounced at his office. Then again the urge for action may spring from a dozen other sources, not the least of which are contained in his voluminous daily mail. His success in Association work may be attributed in large measure to his insistence that service requests of members and even by reputable non-members and strangers be acted upon promptly and efficiently. His definition of true service is to give more than is requested whenever that would appear to further the interests of the recipient.

Having practiced personal economy from his earliest working days as a boy, he developed financial ability early in life. First put to a successful test while he was on the Administrative Board in charge of finances at Drexel Institute in 1922, his flare for good financial management has been proved over and over each year since he was made assistant treasurer of the Association in addition to his corporate office as secretary.

Recognition of his abilities as an

organizer was bestowed upon him as a comparative newcomer to Connecticut in 1925 when Governor Trumbull appointed him as a member of a "Conference Committee" of three representing Connecticut, who, with similar committees from the other New England states, planned the first New England Conference and incubated the idea of the New England Council. Thus by the strange irony of fate he helped create the organization of which Dudley Harmon, whom he had succeeded some four years previous at the Association, became executive vice-president.

Never much of a "joiner" of lodges or societies, largely because of the time they required, if one was to do justice to each organization, his affiliations have been limited to organizations which required little expenditure of time, such as the honorary Royal Society of Arts to which he was elected in England, Sons of the American Revolution, Newcomen Society, Veterans of Foreign Wars, American Legion, Disabled Veterans, and the American Academy of Political and Social Science. When more congenial living in college days prompted, he became a member of the Theta Delta Chi fraternity. He was also admitted as a member of the Engineers Club of Philadelphia, the University Club of Hartford, the Graduates Club of New Haven, New England Traffic League and the New England Shippers Advisory Board. While a member of the Old Charter Oak Fair board of directors he also became a member of the Connecticut Agricultural Society.

Extracurricular Activity

To his miscellany of activity must be added a vast amount of committee work both as a member and adviser. His thought, seasoned with the tang of middle western individualistic philosophy in the early 1900's and the mixed sauce of varied experience on farm, factory and the battlefronts of Europe, has been widely sought and freely given, on request, to Federal and State officials, businessmen and laymen of both high and low estate. Without ostentation he has delivered the goods, many times *nom-de-plume*. As he has often said to his associates, "He would, if he had any choice in the matter, rather be a king maker than a king." He would always prefer to direct from the wings rather than to be in the spotlights of the stage, but he has demon-

(Continued on page 33)

"WOW" DRAFTS ENTIRE PLANT FOR SCRAP CAMPAIGN

The example set by The Miller Company, Meriden, in "getting in the scrap" is one that can be profitably and patriotically followed by many more Connecticut concerns. Companies which are planning drives to bring vitally-needed waste materials into active use will find in the following article helpful tips on how to wage a successful "war on waste".

MANAGEMENT and employees of The Miller Company, manufacturers of lighting fixtures and equipment, Meriden, Connecticut, have opened their own "second front".

It's a war within a war they are fighting—a private war on waste to put America's junk to work beating the Axis. Their efforts are part of the vast nationwide program of industrial salvage of critical war materials being undertaken by American industrial organizations under the sponsorship of the Conservation Division of the War Production Board. They are carrying on their share of the scrap with all the energy of a personal feud with the country's enemies.

The Miller Company, by its method of organization and the imagination its officials have displayed in getting vitally-needed scrap on its way to steel mills, has the entire plant on active duty against Jap and Nazi war machines.

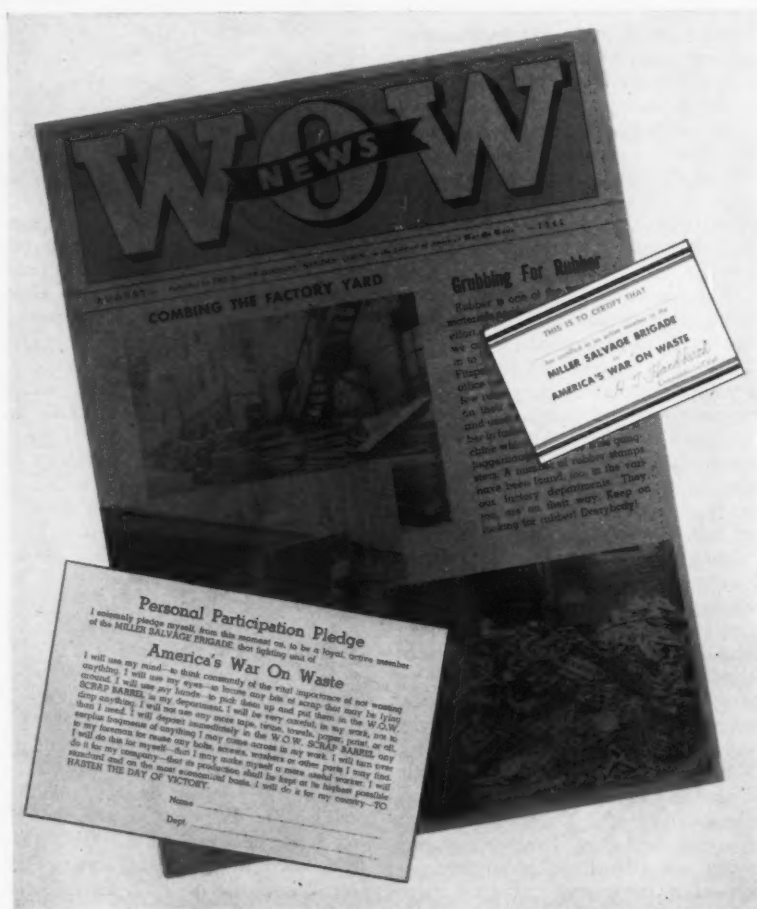
The scrap drive was started in May. Throughout the factory, in yards and on roadways, cards and stencilled signs bearing the letters "WOW", followed by a big question mark, suddenly appeared. Nobody seemed to know what the signs meant. There was a good deal of lively interest and discussion among employees as to what might be in the air.

The "tease" exploded three days

later with distribution at factory gates of a tabloid newspaper, the "WOW News". Headlines covering the whole front page announced that the entire Miller organization had been drafted for war. Once opened, the paper explained the WOW signs. It was for war on waste that the employees were being drafted.

At noon hour of the same day, there

was unveiled in the factory yard a large, three-dimensional bulletin board depicting Mussolini, Hitler and Hirohito with their heads over a chopping block. Axes were rigged above, so as to move closer to the figures as progress was made toward the salvage goal of 1,250,000 pounds set for the end of the year. The device was further arranged so that when the goal is reached, the axes will lop off the heads of the



Printed literature does its part in Miller's "War on Waste" campaign. The "WOW" News has appeared monthly since the drive started and keeps employees posted on salvage progress. Also, to emphasize the seriousness of the scrap situation, Millerites were asked to sign a "Personal Participation Pledge". Those who did received a red, white and blue membership card.

Newspapers, radio stations and magazines are engaged during these weeks in pressing home a vital fact: American industry needs scrap of all kinds if it is to keep war production in high gear.

The public is beginning to make its contribution effective. Cellars are yielding their accumulations of forgotten metal. Attics are surrendering dust-covered junk of years gone by. Kitchens are producing fats for explosives, cans for the tin and steel of armament.

There is no better time for industry to inspect its own house. Connecticut manufacturing plants already have effected one cleanup. The day has arrived for a new and more thorough search into lockers, storerooms, parts bins, tool vaults; a scrutiny of the area beneath and behind the benches; a fresh check-up of the yard.

And, above all: **GET THAT IDLE EQUIPMENT WORKING, BY YOU OR SOMEBODY ELSE.**

If it hasn't been used for three months, and you can't see any use for it for the next three, find a use for it—**OR SERIOUSLY CONSIDER SCRAP-PING IT!**

dictators, which will fall into the baskets before the chopping blocks.

Personal participation cards, pledging the signer to all-out economy in the use of materials, the salvage of any of the vitally-needed materials and peak production performance, were then passed out. Upon signing, the employee received a membership card in the "Miller Salvage Brigade".

That it's a willing army is attested to by the pace that has been maintained. In the first three weeks of its operation, the war on waste turned in 77,416 pounds of scrap iron and steel, 14,625 pounds of brass skimmings, and 18,935 pounds of scrap paper. But that was only the beginning. H. T. Hackbarth, production manager of the company, has announced that by August 15, a total of 801,299 pounds had been collected, and that the goal



Scrap bins, clearly marked and conveniently located in the factory yard, make it easy for Miller Company workers to deposit scrap picked up around the plant and also around their homes.

of 1,250,000 pounds—originally set for the end of December—would be passed by October 15 of this year.

The game of bringing the axe closer to the Axis by salvage has become a game with keen interest for employer and employee alike at The Miller Company. A special supplement to the regular house organ dubbed the "WOW News", presents in lively fashion additional items concerning the company's salvage efforts and depicts in each issue the progress of the rapidly-descending hatchets. A recent issue makes clear that while salvage is a step in the right direction in putting our total resources to work to win the war, it is also necessary to avoid wasting vital material and time.

Nor are efforts being confined to the salvaging of only metal. They're going all down the line at Meriden to collect and turn to use small bits of rubber, twine, tape and any other material that can find a place in the war. A scrap bin set up in the factory yard has separate containers to receive rubber, tin and twine. Other containers placed at strategic spots throughout the plant call conspicuous attention to themselves by the now familiar "WOW" trademark.

So enthusiastic has been the drive

that the Miller Salvage Brigade has extended its efforts to doing a similar job in members' homes and bringing the pickings to the plant to swell the salvage coffers.

Despite the rather ingenious method of announcement, and the showmanship displayed in putting the program over, one of the best features of the drive is the minimum of expense that has been incurred. Total cost of the program will be between \$250 and \$350. This includes "teasers," tabloid newspapers, bulletin boards and the special news supplement. An excellent example of sound organization ably assisted by striking, but equally sound promotion, the drive is paying off in more than dollars and cents, not only by the material turned in as salvage, but by increased efficiency and the avoidance of waste.

The war-within-a-war may be a private affair to the folks at the Miller Company, but it's a war that is doing its share to bring victory in the larger struggle. Salvage and the war on waste are battles on only one front. The war has many fronts. In this crisis, when every ounce of America's strength must be turned against the enemy, The Miller Company is setting an outstanding example of industrial salvage.

TODAY'S INSURANCE PROBLEMS FOR INDUSTRY

Believing that, in too many instances, the insurance needs of industry have been overlooked in these hectic times, the editors of CONNECTICUT INDUSTRY have planned a series of articles by competent executives covering industrial insurance from every angle. In addition to a general introduction to the series, a discussion of "Legal Liability Coverages" is herewith presented. Forthcoming articles will treat with Criminal Loss Coverages, Workmen's Compensation, Fire Insurance and Use and Occupancy Forms.

I Introduction

By A. D. BRYAN, Field Supervisor, Aetna Casualty and Surety Company.

NO one in industry today needs to be reminded that the conditions surrounding his business are changing. For most businesses this is a period of re-adjustment—a period in which the No. 1 job is that of changing methods and operations to meet a whole set of new conditions. No one questions that industry is making these adjustments, but the question may be raised as to whether one rather important part of this task has not been frequently overlooked—that is, the adjustment of the firm's insurance program to correspond with these changes.

Today it is proper for almost any firm to assume that, unless their insurance program recently has received a rather complete overhauling, it is now seriously in need of revision. It is surprising to realize how closely and in what detail the insurance program of a business is related to its methods of doing business and to the conditions surrounding its operations. Not only do the firm's own business practices affect its insurance program, but times of such major economic change as those through which we are now passing automatically bring with them new hazards and new conditions surrounding the insurance problem.

For example, the Fire insurance requirements of many businesses have now been drastically changed by:

1. The automatic rise in their building and machinery values as a result of the current increase in construction and machinery costs.
2. The increased value of raw and finished stock on hand due both to increased price and increased quantities.
3. Increased values as a result of new equipment that has been

added.

Most other forms of insurance have been drastically affected by:

1. The addition of new methods of operation and the discontinuance of previous ones.
2. The shifting of personnel from one operation to another.
3. The signing of new contracts which may involve the assumption of liability.
4. The taking of salesmen off the road or the shifting of salesmen to other duties.
5. A change in transportation methods.
6. The acquiring of new locations.
7. Changes in cost and profit figures which directly affect the various U. & O. forms.

Perhaps the following actual case will make the meaning of certain of these changes a little clearer. Recently a New England manufacturer was asked whether or not he had made any changes in his insurance coverages to bring them in line with the new conditions under which he was operating. The manufacturer stated that the need for this had not occurred to him, but indicated interest as to what changes might be involved. Growing out of a few minutes' conversation, and without the aid of a complete insurance analysis, the following conditions came to light:

1. In the last few months the inventory figures of this firm have risen from \$90,000 to \$185,000. They still carried \$85,000 of Fire insurance on their stock and this insurance had been written with an 80% co-insurance clause. (As a result, they not only had inadequate protection, but in event of loss would be penalized severely for failure to meet the

co-insurance requirement.)

2. \$30,000 to \$40,000 in new machinery had been added and no increase had been made in their insurance to take care of this. (A co-insurance penalty was also involved.)
3. A new corporation had been formed to handle their war contracts. No change had been made in any part of their insurance program to take care of this.
4. A number of new operations had been added which necessitated changes in their workmen's compensation and public liability contracts. No action had been taken to provide this.
5. A small amount of their processing was now being done at a new location by their own employees, but no changes in their program had been made to provide coverage for this new operation.

Changes in operating methods not only affect existing insurance but may—and frequently do—create entirely new exposures to loss. The prudent manufacturer or distributor will, therefore, immediately investigate the extent to which modification or extension of his insurance program has become necessary. In addition, he will determine whether his policies contain war risk exclusions and the extent to which they apply. Certain forms of insurance, perhaps considered years ago and not purchased, may now be extremely important and should be reconsidered in the light of present day conditions. Use and Occupancy, Extra Expense and Profits and Commissions insurance afford examples of coverages that may prove of vital concern today. In the Public Liability and Criminal Loss fields of insurance, new, comprehensive forms of policies have recently been placed on the market which may more adequately and perhaps more economically meet the manufacturer's re-

quirements than the contracts which he now carries.

With this picture in mind of the difficulties involved in the establishment and maintenance of a proper program of insurance under today's conditions, it seems in order that certain of these insurance questions and problems as they particularly relate to industry be discussed in this magazine. So the coming issues will contain a series of insurance articles on the subject of "Today's Insurance Problem for In-

dustry" written by insurance men well qualified in their particular fields.

It is not our thought that these articles can satisfactorily answer the many specific insurance problems with which any particular business is faced today. It seems most apparent that the insurance buyer now needs more than ever before the assistance of a well informed insurance advisor. He needs the services of someone who is not only technically informed on insurance, but who also can provide a definite plan

for the proper handling of his insurance problems as they arise. He needs the services of an expert on whose capable shoulders can be placed the responsibility of supervising the insurance program, not as individual policies, but as a unit of protection. As we have said, we do not believe that anything in print can replace this type of needed service. However, we do hope to raise and discuss certain major insurance problems of today that will be of assistance to the insurance buyer.

II Legal Liability Coverages

By F. E. BARBER, Secretary, Aetna Casualty & Surety Company.



F. E. BARBER

THE very ownership and control of property, or the operation of a business, brings with it automatically and without choice a whole set of very definite legal responsibilities to the public. Most of these obligations are imposed by law upon property owners or business operators. Other of these legal obligations may have been assumed in the course of business routine. All of these obligations referred to here take the form of legal liability for bodily injury to members of the public or destruction or damage to their property, and constitute a constant source of possible serious financial loss which a business executive does not always properly anticipate. Protection can be obtained against them, however, and any insurance set-up today that doesn't include a complete program of public liability cov-

erage is certainly not likely to be considered a sound one.

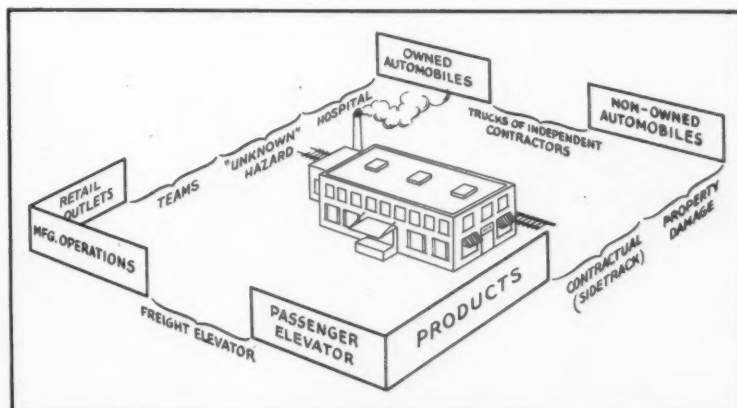
In the broadest sense, real public liability insurance has not been secured until every source of loss of this type to which the particular business is exposed has been included. The insurance buyer cannot pre-determine the manner in which a serious liability loss may develop and there is little point in the firm purchasing insurance for one or two obvious sources of liability loss and leaving several important, but less obvious ones, uninsured. The only really sound plan of legal liability insurance for any business would seem to be one that insures this hazard from whatever source it may arise.

However, many insurance buyers apparently have not yet adopted this principle. Using an actual case, we have pictured below what is believed to be a rather typical liability insurance program. Illustration I shows the

sources of public liability loss to which the particular business was exposed. The gaps in the wall show the sources of liability loss which had been left uninsured.

It would seem apparent that even though the insurance buyer has recognized that no program of liability coverage is wholly adequate unless it aims at protecting against all insurable sources of liability loss, the task of purchasing such protection in the past has been rather a difficult one. To do that pre-supposed a technical study of the liability hazards to which the particular business or industry was exposed, and the proper writing of the insurance to protect against them. Then there was always the possibility that some important source of loss may have been overlooked, or that some change took place in the operations that would bring a new hazard into the picture that did not previously exist, and for which coverage was not provided.

(Continued on page 37)



MORE CONNECTICUT PLANTS ARE UNFURLING ARMY-NAVY "E" FLAGS

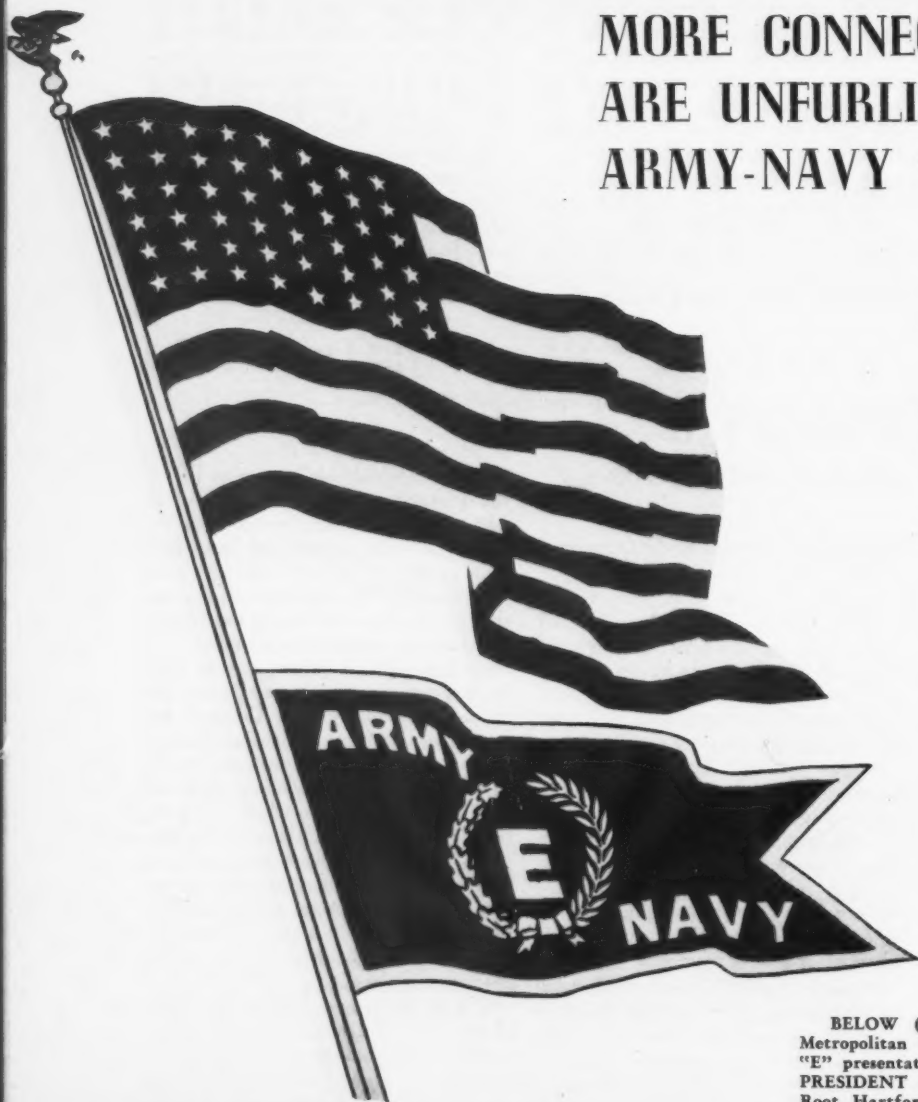
At least 18 war plants in the state are now proudly flying the pennant known as the Army-Navy "E", conferred jointly by the armed services on those companies which have earned a mark of excellence for their contribution thus far to the destruction of the Axis powers.

Yet, despite the evidence of work well done in these production awards, Connecticut, as the eighth ranking member in the United States arsenal, realizes it is not enough. Neither the state nor the nation is much beyond the expansion and conversion stage. And already at hand are the vexing problems of raw materials and manpower, twin bottlenecks of total, all-out production.

There are still enormous tasks to be accomplished in order to keep the Army-Navy "E's" flying for the duration. Blind and unqualified optimism about the production front, as well as the battlefield, is therefore out of order.

BELOW (left) Grace Moore, famous singer of the Metropolitan Opera, sings the national anthem at the "E" presentation to Bullard in Bridgeport. A PLEASED PRESIDENT (right) is Graham H. Anthony of Veeder-Root, Hartford, shown holding the Army & Navy burgee with Col. Conrad E. Snow, U. S. Signal Corps, who presented the award. Said President Anthony: "We realize this honor is not easily won nor lightly bestowed."

(Hartford Courant Photo)



HONOR ROLL OF "E" * FLAG WINNERS

Ansonia Manufacturing, Ansonia
 Bullard, Bridgeport
 Cushman Chuck, Hartford
 Electric Specialty, Stamford
 Fafnir, New Britain
 Greist Manufacturing, New Haven
 Hamilton Standard Propellers, Division, United Aircraft, East Hartford
 Handy & Harman, Bridgeport
 Hanson-Whitney, Hartford
 Heppenstall, Bridgeport
 Jenkins Brothers, Bridgeport
 New Britain Machine, New Britain
 Norwalk Company, South Norwalk
 Pratt & Whitney, Division, Niles-Bement-Pond, West Hartford
 Remington, Bridgeport
 Scovill, Waterbury
 Snow-Nabstedt, New Haven
 Veeder-Root, Hartford

* Incomplete

FIRST BRIDGEPORT WORKERS to sport "E" pins were employees of Jenkins Brothers, valve makers. Rear Admiral Watt T. Cluverius, U.S.N. retired and now head of Worcester Polytechnic Institute, (bottom, left) made the presentation amid proper ceremony and fanfare, with Vice-president Bernard J. Lee (right) on the receiving end. President Farnham Yardley gave the welcoming address.

PROUDLY DISPLAYING their Army & Navy pennant (inset) are representa-

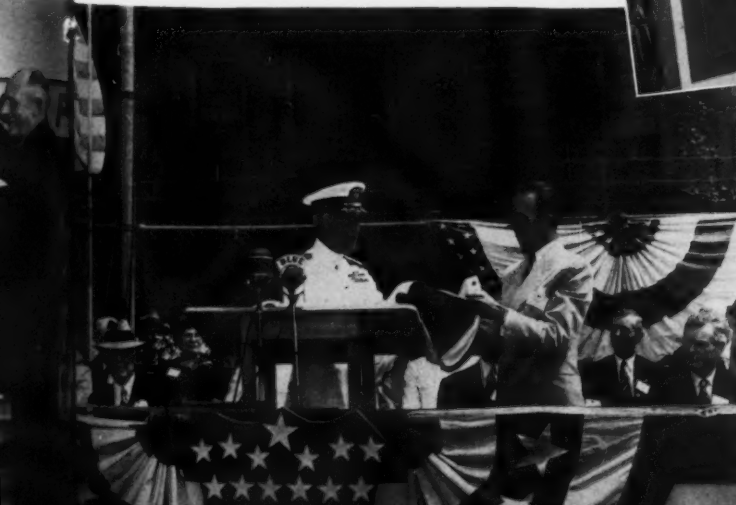
tives of Electric Specialty, Stamford. Left to right: Lieut. Col. James H. Wild of the Connecticut State Guard; Miss Laura Allinger; President J. M. Wright; Clarence M. Fowler, representative of the employees; Glen G. Gibson, regional inspector of naval materials; Frank M. Knight of the WPB; and Commander Elmer M. Kiehl, U.S.N.

INTERVIEWING President John H. Goss (top, right) of Scovill Manufacturing, Waterbury, is Lowell Thomas, noted news commentator of the air waves, who served as master of ceremonies at the company's "E" ceremony recently, which some 15,000 persons attended.

PRESIDENT HARRY E. SLOAN (middle, left) of Cushman Chuck, Hartford, holds up the nation's top production award for employees to inspect. Lieut. Commander Raymond S. DeMott, naval advisor to the WPB in Hartford, presented the burgee and token "E" pins.

"JOE'S GEARS" are all right under fire, testified Lieut. George Cox, U.S.N., holder of the Distinguished Service Cross and Navy Cross (bottom, at microphone), at the presentation of the "E" flag to the Snow-Nabstedt Gear Corporation in Hamden. Commander of a motor torpedo boat along with Lieut. John D. Bulkeley, U.S.N., in the Philippines. Lieut. Cox is credited with sinking a Japanese cruiser in Subic Bay.

He praised the performance of the company's well-known gears in the tough little PTB's, and told how during the dramatic escape of General MacArthur they helped his ship, loaded to the gunwales, to climb towering waves at a 25 degree angle. Others in the picture: Henry Ware Jones, Jr., president of Manufacturers Association of New Haven County, who was master of ceremonies; President Levi T. Snow; and Lieut. John D. Lodge, U.S.N.R., who awarded "E" insignia.



THEY ARE INTERESTED IN MORE THAN PAY

By DR. DONALD A. LAIRD, Middle Haddam, Conn.

"Balance the bad news with the good each week—and don't keep them guessing" is Dr. Laird's sure-fire cure for sagging production curves and tottering morale. For the second time this year Dr. Laird is a welcome contributor to CONNECTICUT INDUSTRY (see his article, "Ask Them More Questions", in the August issue). Psychologist, lecturer, writer and labor relations consultant, he is nationally known for his sensible, down-to-earth approaches to problems involving employer-employee relationships. One of his most recent books is, "Psychology of Supervising Women Workers".

THE trouble with the men is that they're interested only in the money they get," the Production Superintendent told me.

"They've no more interest in workmanship or output than Paddy's mule has. Blazes! We have to keep driving at them until I'm sick and tired of it—and we in war production, you'd think that would make some difference with them."

Half an hour later I stopped in at the lunch wagon a block down the street. I knew some of the men from the fuse plant's first shift would be stopping in for a cup of coffee on their way home. I wanted to listen to their conversations while they were relaxing at the end of a day's work.

"Bad News Charlie was in our department, raisin' hell, this morning," the young man with the missing finger started the conversation. "Saw him

giving it to the foreman, and I ducked into the washroom for fifteen minutes to let it simmer down."

The Old Timer with the walrus mustache took a quick sip of his hot, black coffee. "Don't let it get you down, kid," he said. "By time you have worked as long as I have, you'll be used to it. You'll soon learn that you see the brass hats only when something goes wrong. You'll never know if you've been doing a good job—but just let something go wrong, an' then you'll know about it plenty soon, and plenty hard."

"Yah," said the Swedish-looking chap as he put the sugar rations of the other two in his cup and stirred with the handle of the spoon. "The only way to find out how you stand, is yust to up and ask for a raise. It helps if you get mad. That's what I done. Threw down my shop coat, started to pick up my tools, and yelled yust terrible."

I couldn't help joining in their laughter. But it was serious, for in their little gripe session over the coffee they had diagnosed one of the prevailing weaknesses in supervision.

The Production Superintendent was Bad News Charlie. He scarcely believed me when I told him later about the nickname the men had for him. It is a nickname that fits many supervisors, perhaps the majority of them.

The supervisor is in a tough spot, to be sure. He has to be on the alert for departmental aches and pains. He gets all the headaches. All the open complaints, both from management and from the men, come head on at him. He is so surrounded by bad news that he might be justified in becoming

an ingrown grouch—except for one vital little fact.

That vital fact is that he has in his power an effective antidote to the whole vicious situation.

Most people are uncertain of themselves. The apparently conceited trouble makers are, at heart, least certain of all. All inwardly crave the assurance that they are doing well enough on the job, after all.

The supervisor must be a GOOD NEWS Charlie to give this assurance. And good news from the brass hats or supervisor counts more than from anyone else.

Giving good news has a better influence upon production and morale than the bad news which cannot be avoided in shooting trouble.

I like to remind supervisors that the easiest way to do this is to give each of their men a *raise every week*. When I say this the supervisors look at one another with a tolerant expression as if they thought the man with the whiskers was touched in the head. But they have the bad habit of looking upon raises as something with a dollar sign in front of it, like this: *\$raise*.

But the raise that really counts is spelled differently. It is the raise that makes the worker more certain of himself, that gets him interested in keeping up good output. It is spelled: *P-raise*.

People are suckers for praise, even when they feel it is insincere. That is how some incompetents manage to stay in political office. Praise need not be insincere in the shop, nor lavish. Merely an honest word about some characteristic of the worker, or something he has done, is sufficient. A word about the bench being neat, his hands being strong, his new hair cut, his production picking up is wonder-working.

Supervisors tell me they have to

(Continued on page 38)



Dr. Donald A. Laird, left, has tea with C. U. Stapleton, general office manager of the Canadian National Railways.

NEWS FORUM

Calendar

BRIDGEPORT CHAPTER of National Association of Cost Accountants has completed its program for the 1942-1943 season. Among the outstanding speakers on the program are four from Connecticut—William F. Connelly, Bridgeport; Carl L. Seeber, Bristol; H. A. Papenfoth, Plainville; and W. C. Armstrong of New Haven.

Richard S. Foster, Raybestos-Manhattan, Inc., has been elected president; Robert L. Horton, Bridgeport Rolling Mills, and A. Gordon Hubbard, American Chain, vice-presidents; Elton M. Evans, Mallory Hat, Danbury, treasurer; and Roger Wakeman, Bullard, secretary.

The meeting on October 15 will have as its speaker A. R. Kassander of Lybrand, Ross Bros. & Montgomery, who will speak on the subject "Auditing and/or Accounting for Government Contracts." On November 19 William F. Connelly, tax assessor for the City of Bridgeport, will speak on "Federal Income Taxes." On December 17, Victor H. Stemf, partner, Touche Niven & Co., will talk on "Inventory Valuation".

★ ★ ★

NATIONAL FOREIGN TRADE COUNCIL held its 29th National Foreign Trade Convention in Boston on October 7, 8 and 9. The chief purpose of the Convention was to enable those interested in foreign trade to coordinate and collaborate effectively

with the war organizations of the United States. The departments of state and commerce both recognized the special need of holding this convention and took part in the meetings.

★ ★ ★

ROBERTSON PAPER BOX of Montville, held its tenth summer outing at Ocean Beach Park several weeks ago. The program included soft ball games, races, games for different age groups, group photograph, swimming pool events, fancy diving acts, comedy diving acts, and dancing. In the dining hall, after dinner, employment service emblems were awarded as follows: 30 years award, John Chop; 25 years award, Mark Furber; 20 years, M. Lewitz and Alex Weil; 15 years, Stephen Boska, Hubert McFarlane, Clarence Stauble, Mary Rogers, Earl Judge, Archie Fisher and Elsa Rorick; 10 years, John Kotula (In the Army), and Clifford Kumpf; 5 years, Raymond Rioux, Paul McPherson, Mary Stankowich, Catherine Belanger, George Wood, Jr., Lena LaVallie, Arthur Hall, John Tephly, Stanley Klossieski (In the Army), Normand Rioux, Hope Allen, John Levandoski, Edna Calvert, Arthur Paradis, Theodore Allen and Leonard Malinowsky. Lucky numbers were drawn for War Bonds and Stamps.

★ ★ ★

NEW HAVEN CHAPTER of the National Association of Cost Accountants has announced its program for

the coming season. Joseph LeMay of Farrel-Birmingham, Ansonia, director of programs, has arranged a list of subjects of importance to industries geared to an all-out war effort. Due to the acute need for this type of information and discussion, it is expected that attendance at this year's meetings will reach record proportions. The annual fall outing, held September 12, formally opened the new season and a complete program of indoor and outdoor sports was arranged. The affair was climaxed by a full-course steak dinner served late in the evening.

On October 27 Robert W. King of OPA's Financial Reporting branch will speak on "How the OPA Affects the Cost Accountant." On November 24 Professor James L. Dohr of Columbia University will talk on "Anticipated Post-War Accounting Problems." On December 15 the speaker will be Paul D. Seghers, C.P.A., New York City, who will speak on "New Provisions of the 1942 Revenue Act."

★ ★ ★

SPRINGFIELD will be host to the semi-annual convention of the American Society of Tool Engineers, October 16 and 17. More than a thousand are expected to attend. The first session will be devoted to training. Inspection, tool conservation, war tooling, and materials substitutions are the titles of the four other technical conferences. A banquet is scheduled for the last night.

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AVENUE



Local ASTE executives attending National Convention in Springfield, Mass. Left to right: Harry J. Hauck, Goss and DeLeeuw, chairman of Hartford Chapter; Ray H. Morris, Hardinge Bros., first national vice-president; Irwin F. Holland, Pratt & Whitney, Division of Niles-Bement-Pond, regional director; Andrew P. Schoeffler, Sargent & Co., chairman of the New Haven Chapter.

Comment

"WOULDN'T IT BE SWELL if the fellows on the front line went on strike!" was one of the pertinent statements of Lieut. Gen. William S. Knudsen at the recent "E" celebration of Pratt & Whitney Division of Niles-Bement-Pond. The general's remarks followed his observation that there are a lot of walkouts going on in the small plants of the nation. "They're a nuisance," he declared. "Instead of fighting among ourselves,

let's fight the Jap, and also Hitler and Mussolini. We need the material that is being lost in these walkouts, and the fellows on the fighting front need the material too."

★ ★ ★

AN APPEAL to President Roosevelt to lend "his moral influence" for the freedom of India was forwarded a few weeks ago to Washington by the executive board of Unity Lodge, Local 251, Pratt & Whitney's CIO union.

It reads in part: "Whereas the trade union movement of America and

England is eagerly looking forward to the opening of a western front offensive against Hitler this summer; and whereas, the recent actions of Great Britain towards the people of India can only be regarded as a direct threat at the unity of all freedom-loving peoples throughout the world; therefore, be it resolved that Unity Lodge . . . goes on record for the immediate freedom of the people of India so that they may fight like freemen against the Axis threat."

★ ★ ★

IN A LABOR DAY STATEMENT

Governor Hurley praised labor for adhering to its no-strike Victory compact and called upon political leaders to lay plans now that labor's "present prosperity shall continue after peace is restored."

"During all the years in which Labor Day has been observed," the statement declared, it has never meant so much to so many people as it does in 1942. . . . Here in Connecticut we have a special reason for pride and gratitude on this day because Labor has so faithfully kept the compact that it made, immediately after our entry into the war, with the Governor of the State and with industrial management. The result is that during all the following months Connecticut has not had a single strike called by organized labor in our munitions factories. Of this record all three partners—Labor, Management, and the Government—have just reason to be proud. It is a record which has had its effect outside the boundaries of the State."



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Died

ARTHUR L ULRICH, secretary of Colt's Patent Fire Arms Manufacturing Company, died at his home on September 10th. Born November 1, 1858, Mr. Ulrich rose from stenographic clerk to secretary of the company and set what is believed to be a record for length of service at Colt's.

At different times Mr. Ulrich worked for the Santa Fe, Erie and New York, New Haven and Hartford Railroads. He entered the employ of Colt's in 1886 as a stenographic clerk, becoming assistant secretary in 1902 and later that year was named secretary.

Noted as an authority on guns, Mr. Ulrich published in 1940 a book entitled "History of the Colt Revolver." He liked to point out that he was hired by Colt's on April 1, 1886 and "it was the greatest April Fool joke ever played on the company." Mr. Ulrich was a member of St. John's Lodge, AF&AM, and an honorary member of the Hartford Kiwanis Club. He was elected president of the Last Man Brotherhood in April.

Disaster

IN AN EXPLOSION which shook the entire city of New Haven more than 20 persons were injured, one critically, at the war plant of Winchester Repeating Arms, last month. Five ambulances from local hospitals took the injured from the blasted section. The explosion was heard as far away as Branford, 12 miles distant. A large crowd gathered within a few minutes. Richard H. Simons, FBI chief for the state, began an immediate investigation.

Health

LONG ISLAND COLLEGE of Medicine, Brooklyn, has established a post-graduate course in industrial health given by industrial physicians and the faculty. Afternoon and evening lectures and demonstrations will be given, plus daily visits to clinics of industrial plants. "Internships" in medical departments of industrial plants will follow the two-week course, to start November 2.

An objective of the course at every point is to fully acquaint the indus-

trial physician with the vital part he can play in improving plant personnel efficiency through proper establishment of plant medical departments.

Industrial Relations

EMPLOYEES of Allen Manufacturing of Hartford returned to work after a one-day strike. The decision was reached at a mass meeting attended by practically all striking employees, who voted to accept wage proposals advanced by the company, plus the provision that the management would continue the year-old bonus system on an earned or not-earned basis. They also voted to send their 10-cent an hour increase during the first week to President Roosevelt to be used as he designates for the benefit of the Marines on the Solomon Islands. The meeting also went on record as being in favor in future of continuing work whenever negotiations over difficulties develop with the management, thus eliminating the possibility of another strike occurring while war work is being produced.

★ ★ ★

INCLUDED in a contract between Manufacturers Foundry of Waterbury and C.I.O. Mine, Mill & Smelter Workers' Union were wage increases of five cents an hour and a voluntary check-off system of union dues. Disputants accepted the pact through mediation supplied by George J. McDonough of the State Board of Mediation and Arbitration and James Toher of Providence, Rhode Island, a representative of U. S. Conciliation Service. The increase, awarded to day and piece workers, was made retroactive to June 1. Terms will be written into a new contract which will run a year from date.

★ ★ ★

A CHECKUP in four major aircraft plants in the Los Angeles area visited by reporters on NAM's war plant tour showed more than 12,000 women currently employed in aircraft production jobs. Executives in all four companies—North American Aviation, Douglas, Vultee and Lockheed-Vega—said they liked women workers and wanted more. Hugh Fenwick, vice-president of Vultee explained it this way: "See that dolly's hands?" pointing to a girl placing fine electric wires in precise positions on a small board. "I couldn't do that with my big hands no matter



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what they paid me, and neither can most men."

"Our production rate shot up immediately in the department where we used a large percentage of women," said Harry Woodhead, another vice-president of Vultee and president of Consolidated, an affiliate where 7,500 more women are employed.

"We'd like at least 50 percent women in both companies, and I be-

lieve that after the war many of them will stay on. The jobs they do best—riveting, welding and electrical work—will come to be regarded as women's work, war or no war."

★ ★ ★

UNITED STATES ENVELOPE of Hartford presented every employee on the payroll last month a 5% bonus based on earnings for the first half of

1942, it was announced by E. V. Johnson, vice president and general manager. Abnormal profits for the six months were given as the reason of the extra disbursement to plant and office workers. A similar bonus was paid in February on the basis of total earnings for 1941.

In addition, the company has already granted three wage increases since May, 1941, amounting to 19% of the original wage level, in accordance with its cost of living plan.

★ ★ ★

SCOVILL ON THE AIR is the name of a new radio show featuring employee talent from Scovill Manufacturing, Waterbury, over Station WBRY. The half-hour program is presented every Sunday evening.

Auditions are held each week for employees who sing, play instruments, and otherwise possess musical or theatrical talent. The idea behind the show is to help maintain top morale among war workers at Scovill and other plants in the community.

Opinion

IN AN ADDRESS before the annual convention of the Connecticut Conference of Social Agencies, Edward Ingraham, president of E. Engraham Company, Bristol, and vice-president, Manufacturers Association of Connecticut, interpreted the inter-relationship between management, labor and the community. Reviewing the accomplishments of labor and industry in the state since the war began, he said: "This has been a period when industry by and large could hardly look out for its own selfish interests. It has been given a job to do, and it has done it. Old customer ties and relationships have had to be disrupted. We have built not for the future, but to help win the war."

"What is industry getting out of this business of manufacturing for defense? Not increased profits, for if war profits are made, taxation accounts for their dissipation. Not a life of ease, but hard work, and added responsibility, and with new problems to face when the war is over."

Giving labor credit for making its contribution to the war effort, Mr. Ingraham referred to the "Compact for Victory" which at the request of Governor Hurley was signed last December by labor representatives and Presi-



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dent Alfred C. Fuller of the Manufacturers Association to insure industrial peace. He asserted it "has been generally faithfully observed by all parties . . . and has been a wholesome agreement." He also complimented the industrial relations work of the State Board of Mediation and Arbitration and of the U. S. Conciliation Service.

Personal

W. R. COE has retired as general employment manager of International Silver, Meriden, after having completed 52 years of continuous service. He is succeeded by H. H. Mudgett, former manager of Factory "N".

Mr. Coe was born in Meriden and attended the West Grammar and Meriden High Schools until October, 1890, when he entered the Meriden Britannia Company (now Factory "E") as a telephone boy. He enjoyed telling stories of the old days when there was only one telephone for the entire company and part of his duties were to deliver messages received by phone to the various departments in the office and factory.

In 1908 he was made paymaster and continued in that position until 1920, when he became Factory "E" employment manager, which position he held until his retirement. In 1926 he was also made general employment manager for the entire company, having charge of the Industrial Relations Department.

Mr. Mudgett had managed factory "N" since 1934. Born in Danbury, New Hampshire, he completed his studies in local schools there, attended Proctor Academy at Andover, N. H., and graduated from Dartmouth in 1910 with a degree of Bachelor of Arts. He started working at Factory

"C" in the cost accounting department where he spent three years before taking over the duties of personnel manager. When that plant was closed in 1931, he became assistant manager of Factory "N" in Meriden. In January, 1934, he succeeded the late John M. Harman as manager there.



JOSEPH E. MOODY, former secretary of Manufacturers Association of Hartford County, has been appointed manager of industrial relations for York Ice Machinery Corporation.

Mr. Moody resigned from the Manufacturers Association in 1937 to assume the position of personnel director for the Hat Corporation of America in South Norwalk, later becoming plant manager. Since the first of this year he has been district representative of the WPB and the War Manpower Commission. His work with the latter agency will be limited to special advisory duties. Mr. Moody was born in Hartford and attended schools here. He is a graduate of Cornell University.



APPOINTMENT of two executives in the financial division of United Aircraft of Missouri, which will build P & W engines at the new plant in Kansas City, has been announced by Frederick G. Dawson, general manager. Frederick Detweiler, factory accountant at Pratt & Whitney Aircraft, was named division accountant and assistant secretary, and George Knaus, facility accountant, became assistant treasurer and assistant secretary.



ARTHUR C. WIMER, Washington Correspondent for the Manufacturers Association of Connecticut and the

Hartford Courant, has been commissioned a captain in the United States Marine Corps and left for active duty September 15.

Mr. Wimer was born in New Castle, Pa., May 19, 1904. He attended the University of Florida and Columbia University, graduating from the latter in 1927, served as a reporter on New Castle News and New York Times before joining the Griffin News Bureau in Washington, of which he became managing editor in 1929, resigning after two years to join the staff of the Courant. He is a member of Sigma Delta Chi and Delta Chi, and has long been a member of the White House Correspondents Association, National Press Club and Press Galleries of Congress, of the last of which he was for a time the youngest member.



ARTHUR W. BUSHELL of Hamden, a State Highway Department employee for 29 years, has succeeded Frank Upman, Jr., as deputy state highway commissioner. Starting as inspector in 1913 under the late Commissioner Charles J. Bennett, Mr. Bushell rose to the top of the engineering and construction unit, becoming director two years ago at a salary of \$6,900 a year. For the past two years Mr. Bushell has had charge of all highway and bridge construction. Eight years prior, as engineer of contracts and construction, he had responsibility for the actual building of all roads and bridges.

A graduate of Mt. Hermon School in 1903, and of the civil engineering course at Brown University in 1907, Mr. Bushell previously worked on surveys and engineering with the Philippine government. For one year he worked with the Manila Railroad in the Philippines on grades and tunnels.



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FRANK UPMAN, JR., resigned deputy state highway commissioner, is now managing the Washington office of the Connecticut War Industries Commission on a voluntary basis. He is doing contact work with federal departments in the interest of Connecticut manufacturers seeking war contracts.

Bernard J. Lee of Bridgeport, CWIC chairman said Mr. Upman had been recommended by the Governor.

★ ★ ★

FREDERICK BOWES, JR., of Stamford has been appointed to the executive staff of WPB's New England office. Mr. Bowes, advertising and publicity manager of Pitney-Bowes Postage Meter, will serve in a liaison capacity for the regional WPB and the New England News Bureau of the Office of War Information. He will edit war production news for the New England states.

Publications

PARKER STAMP WORKS INC. of Hartford, die and tool makers, has put out a booklet telling a brief picture story of their specialized business and facilities. Starting with the company's organization in 1871, the booklet contains pictures of the offices and plant, as well as the personnel. It also shows the machines used by their skilled employees and the tools and dies they create.

★ ★ ★

NAM'S PATENT ADVISER, George E. Folk, has written a book "Patents and Industrial Progress". President Withrow of NAM, in commenting on the book, stated that pitfalls which may lead to conflict with patent or anti-trust laws may be avoided by following the recommendations made in it. Prepared under the auspices of the NAM Committee on Patents and Research, it is published by Harper and Brothers, contains a foreword by Chairman Robert L. Lund, and analyzes testimony on patents presented at the Temporary National Economic Committee hearings.

★ ★ ★

U. S. OFFICE OF EDUCATION is making available through the NAM a limited number of copies of two new publications concerning employment

relations. They are "Safety for the Worker" and "The Worker, His Job, and His Government." These two pamphlets were intended for use in vocational schools. The latter discusses in layman's language the basic federal labor laws affecting every worker. Copies may be obtained as long as the supply lasts by writing the Washington office of the NAM.

★ ★ ★

"SUGGESTION SYSTEMS: Putting Employees' Ideas to Work" is the title of another report issued by Policyholders Service Bureau recently, as an aid to companies in introducing suggestion systems or in realigning existing plans to meet wartime needs more adequately. Production time cut, material saved, quality improved, waste, utilized,—these are a few of the improvements resulting from suggestions by the men on the job in companies that provide a systematic basis for stimulating and encouraging employees to submit ideas. Some organized procedure for receiving, appraising and utilizing suggestions is essential today, particularly in companies engaged in war production.

As an aid to companies in introducing suggestion systems or in realigning existing plans to meet wartime needs more adequately, Policyholders Service Bureau issued this report, based on an analysis of suggestion systems of 34 companies with long experience in operating such plans. It is also designed to give a comprehensive picture of representative policies and procedures.

★ ★ ★

A TIMELY GUIDE to problems of economic calculation is "The Design of Manufacturing Enterprises", by Walter Rautenstrauch, LL.D., Department of Industrial Engineering, Columbia University. The book was published recently by Pitman, New York City.

Sound help is given in the design of products; design of manufacturing methods and the selection of machinery and equipment; plant layouts; design of the organizations for manufacture and marketing, and methods of their management and control; design of the capital structure, investment structure, and budgeting principles. Not only are principles and methods of manufacturing economics clearly presented, but invaluable examples are given from such concerns as General Electric and U. S. Steel.

"LUNCHROOMS FOR EMPLOYEES" is the title of the latest study by the Policyholders Service Bureau of Metropolitan Life, 1 Madison Ave., New York City. The report discusses and illustrates physical layout of lunchrooms, offering practical data on equipment, management and menus. Such eating facilities as counter service, the lunchwagon and the cafeteria are described.

Pulse

PROFITS of corporations, largely because of greatly increased taxes, have "tobogganed" since 1941 and are likely to drop still further in 1942 according to the NAM. The accompanying chart shows a clearly defined trend even though the figures for 1942 are estimates as are some of the figures for 1941. Wages and salaries are now 72% higher than they were in '39 and gross farm income is 51% higher this year

than it was in '39. The "profit toboggan" is due to the increased taxes called for in the bill now before the Congress. In spite of the increase in gross profits, the net profits, after taxes, will decline from six and a quarter billion in 1941 to an estimated \$4,590,000,000 in 1942—a decrease of 26%. These estimates, of course, are based on the assumption that the present tax bill will pass Congress with little modification.

★ ★ ★

COLT'S Patent Fire Arms of Hartford declared a dividend of 75 cents per share for the third quarter of the year. This is a reduction of 25 cents per share from the \$1 per share paid for the second quarter. Early in the year the company voluntarily made substantial reductions in its prices on machine guns and other firearms to the government. The very heavy tax burden, increased cost of labor and materials, certainty of increased taxes and necessity of making provision for post-war adjustments, make necessary conservative action in the disbursement of dividends.

★ ★ ★

VALUE of 28,300 new machine tool units shipped during July was \$113,600,000, it has been announced by the War Production Board. During June 26,000 units valued at \$111,100,000 were shipped. Production of machine tools has reached a rate of more than \$1,360,000,000 a year. Last year the value of machine tools was about \$771,400,000; the present rate represents an increase of more than 76%. Compared with the same month of last year, the July value of machine tools is an increase of 96%.

★ ★ ★

TORRINGTON COMPANY of Torrington has issued in booklet form its "Annual Report for the Year Ended June 30, 1942". Net income after taxes (based on 1941 tax laws) and after deducting reserve for contingencies is \$3,083,774.51, equal to \$1.89 per share on the capital stock outstanding, as compared with \$3,385,423.03, or \$2.08 per share for last year. Dividends of \$1.80 per share have been paid during the year, amounting to \$2,932,146.00.

Taxes for the fiscal year just ended, under the 1941 tax law, amounted to \$4,863,667.33, as compared with

Not—"Just like home"



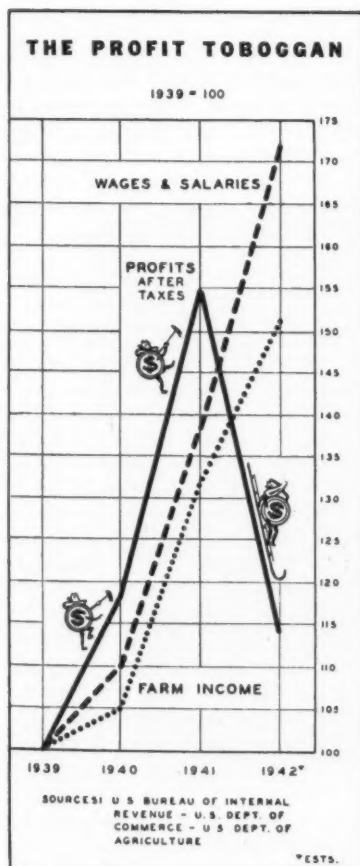
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\$1,954,484.49 for the previous year. Should the proposed retroactive tax affecting fiscal year corporations be included in the final 1942 tax law, it will add approximately 15% to the above. A reserve of \$1,200,000 has been set up to provide for such possible taxes and other contingencies.

★ ★ ★

DIRECTORS of Eagle Lock, Terryville, declared an extra dividend of 50¢ a share. This payment makes the distribution for the current year \$1.25 a share. The extra distribution came as a complete surprise and reflected results of the present management. At the annual meeting of stockholders President H. Lee Murphy announced the resignations of Directors Preston Upham and Sinclair Weeks, both of Boston, who came onto the board when the former management was ousted. Attorney Pomeroy Day of Hartford is to fill one vacancy.

★ ★ ★

A DIVIDEND of \$1.50 per share on the capital stock of The Southern New England Telephone Company for the third quarter of 1942 was declared by the directors of the company at a meeting here this afternoon. The dividend is payable on Thursday, October 15, to stockholders of record at the close of business on September 30.

The company has paid quarterly dividends at the rate of \$1.75 per share since April, 1939, and Allerton F. Brooks, president of the company, stated that today's action by the board of directors was taken because of the certainty that increased federal taxation will result in the company's 1942 earnings falling below the former dividend rate.

Sport

REMINGTON ARMS is the 1942 winner of the E. Kent Hubbard Memorial Golf Trophy in the second annual competition for the silver bowl trophy offered by the Manufacturers Association.

The championship team posted a five-man aggregate of 376, an average of 75.1 per man on the not-too-easy Fairchild Wheeler Course. This is fine golf considering the fact that these are factory golfers who get the chance to play probably once a week. The next closest contestant for the award was the Pratt and Whitney, Division



Photographed at the presentation of the Hubbard Memorial Golf Trophy are, left to right, John Lind, secretary; William Farnum, chairman; L. M. Bingham of the Manufacturers Association; Messrs. Antoniuk and Lund, manager and captain respectively of the winning Remington team and Howard Humiston, chairman of arrangements.

of Niles-Bement-Pond of West Hartford which posted a total of 387.

The presentation was made by the E. Kent Hubbard Memorial Golf Committee consisting of William H. Farnum, chairman; John E. Lind, Secretary; Howard Humiston, chairman of prizes and entries and Leslie M. Bingham of the Association.

Survey

AVERAGE WORK-WEEK of American workers increased one hour during the last year. That rise has accounted for about one-fourth of the total increase in man-hours, according to a special WPB research study. The report says that between June, 1941, and last June, employment increased by 3,100,000, accounting for three-fourths of the rise in man-hours.

The number of workers employed 40 hours or more a week rose by 3,600,000 and the number of persons working less than 40 hours a week declined by 500,000.

Including both agricultural and non-agricultural workers, the average weekly hours of work rose from 45.7 last June to 46.7 this June. Almost 44 million of the 53,300,000 employed persons in June were working 40 hours or more a week. The national hours policy is for a maximum 48-hour week.

"The continued employment of large numbers of part-time workers," says the report, "thus may be one aspect of the fuller utilization of our labor reserves, just as is the current trend toward a longer week and the drawing in of new workers to the labor force."

Taxation

COMMENTING on repeal of the capital stock and declared value excess profits taxes, Senator George, chairman of Senate Finance Committee, said the Treasury had proposed the repeal, with the relatively small loss of revenue to be absorbed by increases in other corporation levies. The two levies, on the basis of the House tax bill, would have yielded only \$74,000,000. The committee also voted to liberalize the base-period method of computing corporation taxes by permitting the elimination of a particularly bad year, if earnings fell below 75% of the average of the three other years included in the period from 1936 to 1939.

A proposal also was voted to make retroactive to 1940 Section 722 of the bill, providing for special relief of corporations hard hit by the excess profits tax.

CONNECTICUT AT WAR

BRIDGEPORT WORKERS have bought, paid for and presented to the Navy a Vought-Sikorsky Corsair fighter plane. This "Buy-a-Fighter Drive" caused considerable enthusiasm, and contributions poured in right from the start. Each gift was certified on a Share-of-Honor certificate suitable for framing.

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A SPECIAL MEETING of the executive board of the Bridgeport Manufacturers Association was held to consider the rationing program with which the community is confronted. This meeting was requested specifically by workers representing practically all the war plants in that city.

Taking a stand in behalf of the thousands who use gasoline to get to and from work and fuel oil to heat their homes the Association wired President Roosevelt asking gasoline and fuel rationing for the entire country. The message, signed by Alpheus Winter, executive vice-president, informed the President that petitions are now being circulated among the more than 70,000 workers in Bridgeport, asking the

President for nationwide rationing of both types of fuel.

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THE FLASH of metal propeller blades is gone for the duration—experiments having shown that a dull black-painted blade reduces visibility to the enemy and also produces less reflected glare for the pilot. The tips of blades are painted yellow as a safety measure when planes are on the ground.

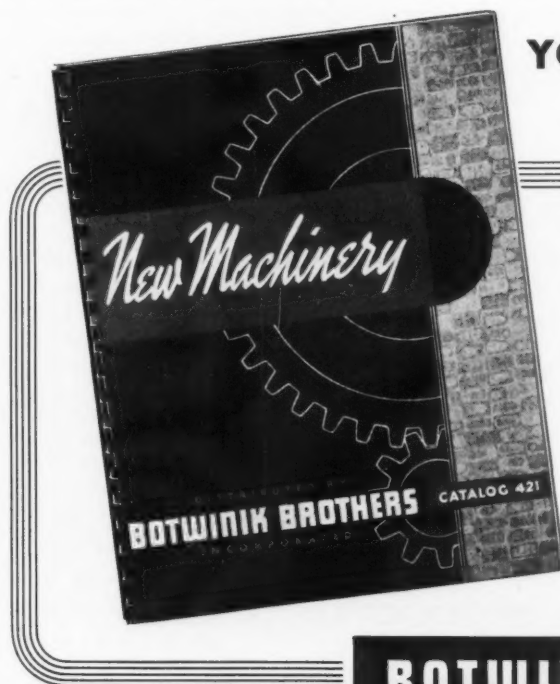
Hamilton Standard in East Hartford builds approximately three-fourths of the propellers used in combat and training planes by the U. S. and Great Britain. Its engineers, seeking a short-cut for this additional task, found it in the use of a conveyor-type spraying process. An endless-chain conveyor takes the blades through chambers in which the several operations in the paint job are carried out. By this method painted blades can be turned out at the rate of one every minute, the entire operation requiring 41 minutes. Six men operate the entire system which has proved so successful that a similar installation has been made at the Pawcatuck plant.

CONNECTICUT'S war plants, according to William G. Ennis, acting state director of U. S. Employment Service, have very little, if any, labor hoarding. Freedom from such practices, Mr. Ennis said, is largely due to the fact that this state is so far ahead of others in all-out conversion. "Most of our plants," the director added, "are already operating at full capacity and have been for some time. Labor hoarding is only incidental to plants which have not attained capacity output or which expect severe labor demands in the near future."

On the basis of reports received daily from a large staff of factory inspectors, "who are in daily contact with the industrial labor problem," State Labor Commissioner Cornelius J. Danaher has stated that "I am able to say, without reservation, that there is no labor hoarding in this state."

★ ★ ★

THE TREASURY'S "Minute Man Flag" has been awarded to Allen Manufacturing Company, Hartford, where 94 percent of the employees are purchasing war bonds.



YOUR CATALOG No. 421
is now ready...

We have just issued a 72 page catalog showing in considerable detail most of the lines of new Machine Tools and Allied Equipment which we handle in Connecticut. A copy of this catalog will be gladly mailed on receipt of request on your Company Letterhead.

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AS THE RESULT of an intensive program, carried on by six labor-management committees, Bigelow-Sanford Carpet Company, Thompsonville, have 99% of their employees buying bonds in amounts which average 10.4% of their wages.



Unique "totem pole" indicator, placed outside the Bigelow-Sanford plant in Thompsonville showed progress of various divisions in bond drive.

★ ★ ★

COLT'S Patent Fire Arms of Hartford has presented to the State Guard a military unit. The factory group, all expert machine gun assemblers and operators, and the first such to be accepted, was sworn in by Colonel Joseph P. Nolan, chief of staff, and greeted by Adjutant General Reginald

B. DeLacour. The Colt's unit is the fifth volunteer group to be accepted by the State Guard since the establishment of the Reserve Corps. Others have been sportsmen's and riflemen's clubs from various parts of the state.

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APPLICATIONS of more than 90 percent of the manufacturers in this area who are required to file under the Production Requirements Plan for their allotments of materials for the fourth quarter have been received. WPB has warned that manufacturers who failed to file their applications for the third quarter should do so as soon as possible, because facilities for processing applications in Washington are rapidly being taken up with fourth quarter requests.

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A RECENT ISSUE of Saturday Evening Post contained an article called "The Company War 'Can't Lick", giving a detailed account of the part Scovill Manufacturing of Waterbury is taking in the war. To quote a few passages: "The Scovill Company is in microcosm the exciting battle line of brains, drive and adaptability that is winning the production war . . . (It) makes and processes such a fabulous number of metal products, it's almost impossible to turn around without using one . . . In all, Scovill makes more than 300,000 different products. . . It is the contract manufacturer and custom tailor to the metal industry. And it has got where it is

without benefit of fanfare or hoopla." The author was Pete Martin.

★ ★ ★

CONNECTICUT WAR INDUSTRIES COMMISSION has secured orders totaling nearly \$1,000,000 for 39 companies in this state since its inception on April 1. Harvey L. Hooke, director of the Hartford office, in making this report to Governor Hurley explained that orders ranged from \$80 to \$200,000 for parts and work essential to the war effort. Orders secured for concerns, he pointed out, included general machine work, finishing small parts, ammunition punching, sandblasting, hack saw blades, aircraft stamping and many other kinds.

In addition, Mr. Hooke said, "major efforts are currently being expended on securing orders for no less than 36 plants. We are glad to say that there has been a satisfying culmination to efforts expended. The program has gone on apace, justifying its usefulness."

★ ★ ★

ENROLLMENT of approximately 20 Hartford firms employing 100 or more workers in the 10 per cent payroll participation plan for the promotion of war bonds and stamps still faces labor and management officials in the drive to make the city 100 per cent in the nation-wide program. When that goal is reached, John Ashmead, assistant state administrator of the War Savings Staff, said Hartford will become the first city of its size in the country to have total enrollment. Less

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than 200 companies in Connecticut now remain outside the program.

"Any man who puts money before honor is a craven," Mr. Ashmead declared in appealing for all-out effort. "If there are any of them in Hartford now there won't be after we're through with them."

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IN A SURVEY of war contracts by industrial areas, the Conference Board rated Hartford eighth in the country, tying with Boston. Of the 74 billion dollars' worth of contracts distributed up to July 1, 56% have been placed in 33 major industrial areas, headed by New York (including Newark and Jersey City) with 7.3%. Hartford's percentage is 2.3%. The Bridgeport, New Haven, Waterbury area placed eleventh with 1.4%, which in dollars and cents represents less manufacturing output than was done in 1939.

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JULY SHIPMENT of iron and steel scrap to mills increased slightly, WPB's Conservation Division reported. The figures, which do not reflect the gain from the scrap campaign started late in July, showed an increase of about 188,000 tons over June. The minimum amount, however, needed to keep steel production up to capacity has been set at 17 million tons, to be collected before January 1. July's total shipments were 15% less than the monthly average required. North Dakota led all states by shipping 26.7% of its 6 months' quota. Connecticut was 27th with 13.4%; its quota is 306,000 tons.

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AN UNPRECEDENTED ELECTION to determine the 44 labor representatives on the labor-management committee of Chase Brass & Copper, Waterbury, was held recently under the supervision of the State Board of Mediation and Arbitration. It marked the first time the state board has conducted an election for the WPD. The unusual procedure was decided on since no union at the time had formal bargaining rights. The Mine, Mill & Smelter Workers union, CIO, was awaiting an NLRB election.

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THERE ARE NOW 1303 WPD committees. The number of such committees set up in August represented a 23% increase over the July figure.

Four new Connecticut recruits are: Armstrong Rubber, New Haven; Cheney Brothers, Manchester; Connecticut Hard Rubber Company, New Haven; and New Haven Clock, New Haven.

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"ELECTRONICS IN INDUSTRY" was the subject of a talk given at Yale University on September 3rd by Arthur T. Hatton, electronic consultant of Hartford, Connecticut. Speaking before a group of plant engineers enrolled in the Engineering Science and Management War Training Program, Mr. Hatton outlined briefly the progress of industrial electronics and explained in simple terms how electron tubes are being applied in ever increasing quantities to the production of materials and equipment for the war program. Each general type of application was demonstrated with a working model of an electronic control giving special emphasis to the use of such devices in the metal-working industries. Mr. Hatton is available for consultation on electronic applications in the war industries.

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WPD's TECHNICAL COMMITTEE announced last month the first Individual Awards, selected from some 5000 suggestions which workers have submitted to local committees. The committee members include: Dr. J. L. Bray, head of the School of Chemical & Metallurgical Engineering, Purdue University; Whiting Williams, author and industrial relations consultant; Paul H. Stanley, chief engineer, Pitcairn Auto Gyro Company, Willow Grove, Pa.; Charles B. Francis, chemical engineer, Carnegie-Illinois Steel, Pittsburgh; Henry C. Atkins, Jr., superintendent, E. C. Atkins Company, Indianapolis; Dr. Joseph Rockoff, chief chemist, Dayton Rubber, Dayton, Ohio; and William P. Hill, assistant superintendent, Bethlehem Steel, Sparrows Point, Md.

★ ★ ★

SARGENT & COMPANY, New Haven, hardware manufacturers, inform their employees of War Production Drive developments through printed bulletins, which appear twice a month or so. One, devoted to suggestions, tells workers how to make

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suggestions, lists possible subjects, and describes the system of individual awards set up by headquarters in Washington. A transportation sub-committee is effectively cooperating with the national campaign against waste of rubber and gas.

★ ★ ★

THE WPD COMMITTEE at Remington Arms, Bridgeport, ran this past summer a "Pledge to Victory" drive in which every employee was given an opportunity to sign a statement that he would do "everything in my power" to assure safety, maintain quality and increase production. One stunt employed was to have two workers dressed as "Uncle Sam" and "Miss Remington Patriot" tour the plant to stir up enthusiasm and distribute pledge cards and buttons.

Hundreds are being induced to make suggestions at Remington on the basis of "An Idea for Uncle Sam". Cash awards are provided for worthwhile proposals. The suggestion blank is printed in red, white and blue, and shows a picture of a Remington worker handing a suggestion to Uncle Sam.

TRANSPORTATION

By N. W. FORD, *Traffic Manager*

Waterway Movement of Petroleum under ODT Control:—Through the provisions of General Order ODT No. 19, which became effective on September 10, all movement of petroleum and petroleum products by domestic waterway craft is now under wartime control of the Office of Defense Transportation. The order gives the ODT authority to direct the movements of any vessel capable of carrying liquid cargo in bulk, including authority to specify the points at which such cargo is loaded or unloaded.

A suspension order, which exempts carriers of oil moving in a northerly and easterly direction from the necessity of obtaining permits as provided by the general order, also took effect concurrent with the general order.

The order requires that ODT permits be obtained before any vessel may move under load against the direction

of the desired flow. The general order's provisions do not apply to: (a) Nationals of a friendly nation whose vessels are not documented under the laws of the United States; (b) transportation of government property; and (c) vessels owned or controlled by the government except those owned or controlled by governmental corporations.

★ ★ ★

Waiting Time at Army Port to be Cut:—In order to speed deliveries of truck shipments to the Army port of embarkation in Brooklyn and to obviate waiting time heretofore experienced by many carriers, W. L. Thornton, Jr., chairman of the Truck-Pier Coordinating Committee has announced a number of new rules.

Truckmen with freight for the port of embarkation are requested to notify the truck dispatcher, who will advise when deliveries should be made. Whenever possible, such notification should be made 24 hours in advance of intended delivery. Information to be given the dispatcher at the port includes name of consignor; order number; force number; and marks or other identification to enable the dispatcher to designate proper place of delivery; number of trucks; type of merchandise showing; number of pieces or packages; weight of entire shipment and location of merchandise at time notification is given.

★ ★ ★

Rates Based on Loads Over Capacity of Trucks Not Allowed:—The Interstate Commerce Commission, in a split verdict, found that certain truck rates on linoleum were unjust and unreasonable because they applied on shipments having a minimum weight of 30,000 pounds, about 8,000 pounds more than the trucks which do the hauling are capable of handling. Thus, the trucking industry lost its fight for the right to establish rates based on minimum weights in excess of the amount that can be hauled in a single vehicle.

The decision establishes a broad principle, nation-wide in its scope, that effectively prevents motor carriers from meeting value rates established by the railroads.

July L.C.L. Loading at 8.9 Tons Per Car:—The Office of Defense Transportation reports that, still holding near the nine-ton mark as the average load of less-than-carload freight per car, the nation's major railroads showed a 1.5 per cent seasonal decline in merchandise tonnage handled during June.

Under the terms of General Order ODT No. 1, all roads reporting, both large and small, showed 422,553 cars loaded in merchandise service for an over-all average of 8.1 tons per car. Class I roads loaded 412,221 cars for an average of 8.9 tons per car.

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O.D.T. Curtails New York Taxicab Service:—Director Eastman has issued General Order O.D.T. No. 22, effective September 20, which provides for drastic curtailment of taxicab service in New York City. Fleet operators, those who operate three or more taxicabs, are directed to discontinue the operation of not less than 1/3 the number of cabs for which they are entitled to city licenses. The order specifies that individual operators, those who operate less than three cabs, are not to operate any taxicab more than six days a week. They are, furthermore, prohibited from increasing the number of shifts any cab has been operating. According to the order, no taxicab can be driven outside the state of New York nor more than five miles beyond the corporate limits of the City of New York. It may be necessary to apply to other cities the general conservation pattern of this New York City taxicab order.

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Certificates of War Necessity Required for Operation of Commercial Motor Vehicles:—O.D.T. General Order No. 21, the most drastic order yet issued for the conservation and utilization of vital transportation equipment, material and supplies, will become effective on November 15, 1942. The O.D.T. assumes control of virtually all busses, trucks, taxicabs and similar commercial vehicles. The order specifies that every vehicle affected by the order will be required to carry at all times a Certificate of War Necessity governing the maximum mileage that may be operated or minimum loads that may be carried or both. It will be impossible for operators subject to the order to obtain gasoline or parts without a Certificate.

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EXPORT NEWS

By W. ADAM JOHNSON, *Manager, Foreign Trade Dept., and Manager, Hartford Cooperative Office, Bureau of Foreign and Domestic Commerce*

FOREIGN TRADE MEETING: The November meeting of the Foreign Trade Committee will be held at the Quinpiack Club in New Haven on Friday, November 6th at 6:30 p.m. Dinner at \$1.50 per plate. Any one interested in foreign trade is cordially invited.

AT THE SEPTEMBER 3RD meeting of the Foreign Trade Committee, topics of current interest were discussed by the committee. The topics included the ruling by OPA Administrator Henderson that Lend-Lease shipments were to be classified as domestic sales; Advertising in Latin America; Experience of members with War Shipping Administration Permits; War Extension clause on Marine Insurance; All rail route to South America; Exchange of information relative to obtaining "rated" export business and subjects pertaining to export control and shipping priorities.

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BRAZIL—A NEW ALLY AND SOURCE OF STRATEGIC SUPPLIES:—The following article is based in part on information contained in a report especially compiled for The Guaranty Survey by direction of Dr. Oswaldo Aranha, Minister of Foreign Affairs of Brazil.

Brazil's declaration of war against Germany and Italy on August 22 has completed the transition of that country from a neutral to a belligerent status—a transition that began with the severance of diplomatic and commercial ties with the Axis powers last January. The interval was marked by

the adoption of measures to make effective the broad commitments assumed at the Rio de Janeiro conference of representatives of the American Republics. There it was agreed by all that an economic mobilization of these nations "must be effected, with a view to assuring to the countries of this Hemisphere, and particularly to those at war, an adequate supply of basic and strategic materials in the shortest possible time, . . . the supply not only of materials for strictly military use but also of products essential for civilian needs. . . . That the mobilization include measures to stimulate production and other measures designed to eliminate or minimize administrative formalities and the regulations and restrictions which impede the production and free flow of basic and strategic materials. That, in addition, measures be adopted to strengthen the finances of the producing countries."

These objectives have received the constant attention of the Brazilian Government, so that the advent of war finds the country by no means unprepared for the fullest economic collaboration with the other United Nations. The action in some cases was merely an application of administrative measures for facilitating the movement and exchange of commodities, since the rise of prices, reflecting the suddenly increased demand, was alone an adequate stimulation of production. In many other instances, however, it has been necessary for the Government to set up or revise producing organizations, furnishing them equipment, improving transportation, fixing purchase and sales prices, and negotiating agreements with buyers of the products.

The acute shortage of rubber in the United States (where, it is estimated, more than 800,000 tons will be required this year) has aroused unusual

interest in the potentialities of existing sources of supply in tropical America. Apparently it is generally expected that only relatively small amounts of additional supplies of natural rubber will be made promptly available. Several regions, however, are considered capable of development as producers of the material within a few years. Brazil's forests provide the greatest concentration of mature trees for tapping. There actual work is progressing as planned under a program for expansion of production, organized jointly by Brazil and the United States with a view both to meeting an emergency need and to preparation for continuing commercial importance after the war.

Rubber and Other Critical Materials

Rubber is the most important of the urgently needed materials that Brazil can help supply. By agreement with the United States, the entire Brazilian output in excess of minimum local needs is reserved for this country for a period of five years. Portions of the locally manufactured rubber products also are to be sold here, and domestic manufactures not essential for war purposes are restricted. Of the comparatively small amount of natural rubber to be expected in the near future from all sources still available to the United Nations, the Brazilian supply holds the most promise. During its period of greatest activity, about thirty years ago, the Brazilian industry produced approximately 40,000 tons annually, about 60 per cent, of the total world output at that time.

Organization of working forces for the Brazilian rubber enterprise is progressing, with technical direction and means of financing supplied partly by the United States. The task involves the migration of thousands of workers, the provision of housing and a variety of installations for the protection of their health, extension of roads into forest areas, the assembling of equipment for transportation by water and by land, etc. Tappers already at work reportedly number about 40,000 with half as many more to be equipped by the end of the year.

The rubber enterprise illustrates numerous steps taken recently to link more closely the economic activities of the American peoples. And no part of the unified action is more significant than the cooperation of these two countries.

This attainment by southern and northern neighbors is an outgrowth of their long-time friendship, notably strengthened by their unity of purpose in the war-time emergency. Preparation for the current harmony in facing a common menace was extended in recent pre-war years by the marked growth of mutual understanding and cordiality that featured relations between the United States and Latin America.

Manganese—an essential metal for basic operations in our war industries, the ingredient that “puts starch in steel”—is increasingly drawn from Brazil. As compared with less than 200,000 metric tons of ore exported in 1939, the country's shipments of the product in 1941 reportedly exceeded twice that amount. A further rise of 50 per cent this year is indicated. Production was recently reported at a rate six times the output at the beginning of the war in Europe.

Exports of iron ore amounted to 420,000 tons last year. The country has large deposits of the highest grade, but extraction has not been greatly developed. The annual capacity of the steel plant now being maintained at Volta Redonda is calculated to reach 750,000 tons, ten times the entire Brazilian output in 1937. Numerous other minerals are listed among the essential supplies that Brazil is providing; they include chrome ore, mica, industrial diamonds and quartz crystals. Not all the products covered by the present series of special agreements are wanted primarily for use in war industries; civilian needs also have consideration.

Growing Branches of Foreign Trade

The country has large supplies of oil-bearing vegetable products. The export trade in cotton-seed oil and castor beans, best known of the materials supplied by agriculture, has been considerably developed. The output of un-

cultivated sources is assuming commercial importance. Substantial quantities of oiticica oil, now replacing tung oil in the preparation of paints and having other uses, have been exported. The babassu nut is among the forest products having outstanding prospective importance. Its oil has been increasingly used abroad in the manufacture of soaps, perfumes, etc.; and Brazil's babassu palm trees could support commercial exploitation on a broad scale.

The cultivation of various fibers is being developed. Some of these reportedly can replace jute, formerly imported for domestic use. And part of the Brazilian output is now exported to the United States.

The scope of special arrangements for trade expansion is increasing. Six Brazilian products are covered by an agreement announced at the beginning of August, under which the United States will make increased purchases. Of babassu nuts and oil, according to reports, this country will buy limited amounts. Varying provisions apply to purchases of castor beans or oil, cotton linters, burlap and other products. Total purchases under the agreement, it is estimated, will exceed \$32,000,000 in the first year.

Development of Industries

In line with the increasing production of raw materials for use in a program of emergency action, Brazil is experiencing intensified industrial development. The basic preparation for making available selected products needed especially in the United States along with others meeting unusual demand in the markets of friendly nations, would alone require expansion of productive facilities and extension and improvement of means of transportation.

The current industrial progress marks an acceleration of efforts, previously emphasized, to broaden the diversity of products for both domestic and foreign markets. The harmful results of excessively narrow concentration of production, the relative insecurity of an industrial system unduly dominated by interests associated with one product or merely a few, had long been recognized. The results of diversification before the war lessened the general difficulty of continuing the movement, but the disturbance of trade that followed brought certain

new obstacles. In some respects, however, the war period appears to be an unusually favorable one for further development of various industries and the establishment of others.

Among the manufactured products reportedly showing promise of substantial development are manioc starch, or tapioca flour, and plastics made of coffee. Various steps in preparation for turning out semi-finished products for sale abroad are reported. War-time shipping difficulties, particularly as affecting imported fuel supplies, however, have hindered domestic industrial operations and transportation.

Possible Enduring Benefits

The current financial assistance to Brazilian business provided by the United States is not confined to enterprises directly related to the service of our own industries. Nor is the policy of financial aid limited to Brazil, of course; for it is broadly conceived to embrace the maintenance of generally desired industrial and financial conditions in Latin America as a whole under war-time stresses. Loans and commitments to Brazil by the Export-Import Bank of Washington, exclusive of contingent commitments, represent between one-fourth and one-fifth of the total amount made available to all the Latin American countries. Only about a quarter of the \$155,158,338 authorized for Brazil has been used, and of this amount nearly four-fifths has been repaid.

Every effort is being made to share the scarce materials and the shipping that are needed by Brazil and other American neighbors, but it is recognized that the critical conditions now existing make it difficult to carry out this policy as speedily and fully as might be desired. A like purpose is manifest, for example, in commitments that have assured a continuing market for coffee in the United States that broadly offsets the collapse of other outlets.

Both American continents must be helped now and in the future by their current harmonizing of national economies. Each is gaining increased appreciation of the necessity and the promise of the closer cooperation now attained. And there is inviting opportunity to reap the benefits that will be assured by destruction of the present menace to the foundations of orderly living.

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TWENTY YEARS A CHAMPION OF CONNECTICUT

(Continued from page 11)

strated his capacity to take the stage and turn in an excellent performance.

Like many men with high accomplishment, he found, early in life, a safety valve in a home workshop hobby. Naturally full of nervous energy and impatient with those whose minds do not keep pace with his, he finds in the slow painstaking work of making

a bed or a ship or a desk on week-ends and holidays, relaxation from his business worries of the day, and recharges his energies for new tasks.

Although fortune smiled with but one daughter, (Mary Lou recently married to Ensign W. R. Reid, Jr. of Torrington) during his happy marriage to Mary Clugston Harrison of Columbia City, Indiana in 1920, he loves children, and numbers many among his best friends. Stern and relentless, never admitting defeat when seeking an objective he considers "worth the struggle", he warms to service when real misfortune or lack of

privilege is brought to his attention.

Born fifty years ago the 15th day of September, Charles Eyanson has busied himself at worthy tasks for 43 of those years. This completes two decades of devoted service to the manufacturers of the state, and for what he believed to be the best interests of the state. Had he given the same intelligent energy to private industrial enterprise, he would have doubtless received far greater financial rewards. But to him, an engineering educator at heart, the over-all rewards of service to industry and Connecticut are satisfactions enough for the first fifty years.

What Others Say:

A few of the letters received for inclusion in this biographical sketch of Mr. Eyanson.

Dear Charlie:

It hardly seems possible that twenty years have elapsed since you first came to Connecticut.

I must admit that we are getting much older, but certainly those twenty years have gone by fast, and the Manufacturers' Association is to be, in my estimation, thankful for having retained the services of one with such ability as you possess, dealing with the question of legislature and labor relations.

Both of us have seen great changes take place during these past twenty years, both with legislation dealing with the workers and legislation giving the workers the right to organize. Collective bargaining, to all appearances, seems to have come to stay and the situation that exists today in this State relative to strikes and the attitude that labor in general has taken, shows the fine spirit of cooperation that exists in this State between Management and Labor. I am sure that a great deal of that credit toward changing the picture from what it was twenty years ago on the part of Management can go to none other than Charlie Eyanson, whose foresightedness has, in my judgment, been unsurpassed upon the part of any representative of industry. My congratulations go forward to you for having done a good job for the manufacturers of this State in your Association and I hope that it can, and will, be your policy for the next twenty years to continue your friendly relationship with the Connecticut Federation of Labor as you have in the past.

Good Luck!

JOHN J. EGAN, *Secretary-Treasurer*
Connecticut Federation of Labor

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Dear Mr. Eyanson:

It has come to the attention of the Springfield Ordnance District that you are this year completing twenty years of service on behalf of Connecticut industry.

These twenty years mark the span between the end of World War I and the beginning of the present Global War. No one knows better than yourself the struggle which the Army Ordnance Department has had in these intervening years in preserving and expanding its pattern for the furnishing of war materials on the meager appropriations allotted.

However, it can now be seen, how fortunate our country has been in having in the State of Connecticut during these years, a large segment of the potential facilities of the nation, which facilities are presently contributing so much to the war production effort.

We can indeed be thankful to those members of the Manufacturers Association of Connecticut which, under the stimulation and guidance of yourself and others, have kept intact the priceless skills which are now of avail to our country and its allies.

We of the Springfield Ordnance District deem it a duty to recognize the personal contribution and the patriotic service which you, sir, have rendered in this respect.

May we express the hope that Connecticut industry will continue to have the benefit of your valuable and experienced direction for many years to come.

Sincerely yours,

G. H. DREWRY, *Brigadier General*
Ordnance Department
District Chief
Springfield Ordnance District, War Department

Dear Mr. Eyanson:

Instead of congratulating you on your completion of twenty years of service with the Manufacturers Association of Connecticut, I think it would be more fitting to congratulate the Association on having been able to retain so long an Executive Secretary of your conspicuous ability and thorough understanding of industrial problems and labor relationships.

I have had frequent occasions to seek information from you and you were invariably able to supply it promptly, concisely and accurately. When I have called upon you for advice you have given it humbly but with definiteness. From these contacts with you I can readily appreciate how invaluable you have been to the organization you have served so faithfully during all these years.

You have my best wishes for your continued success in meeting the difficulties that lie ahead as happily as you have met those of the past.

Sincerely yours,

M. S. SHERMAN, *Editor*
The Hartford Courant

★ ★ ★

Dear Mr. Eyanson:

Permit me to congratulate you on the approaching anniversary of your service with The Manufacturers Association of Connecticut.

My earliest contact with you was back in the early days of the Workmen's Compensation Act. If you had done nothing else, industry of Connecticut would still owe you a debt it could never repay, in shaping and keeping that act in a fair workable condition.

Since that time there have been scores of other acts and measures which show the effects of your guiding hand and effort.

We hear and read much today about the generals who are fighting our battles at the front. Ordinarily a general has only one front to protect with an occasional battle. You have had many fronts to protect, all at the same time, and the battles have been continuous, all of which have required great skill, energy and strategy.

My fervent hope is that Connecticut Industry may, for many years, continue to have the benefit of your services.

Yours very truly,

GEORGE HILDEBRANDT, *Vice-President*
American Hardware Corporation.

★ ★ ★

Dear Mr. Eyanson:

It has been my pleasure to cooperate with you and the Manufacturers Association of Connecticut for a number of years and now, on your 20th anniversary, it is certainly a pleasure to bear witness to the splendid, intelligent cooperation which you have given your associates, industrial leaders and the general public for the social and economic welfare of the State of Connecticut.

Your counsel has been wise, your utterances stable and your services unstinted where needed. I well remember the trips I have taken with you to the industrial leaders in behalf of the employees, too many of whom were killed upon the highways going to and from their work and during their pleasure hours. At the request of Governor Cross, you gladly took on this extra service to see what you could do to stimulate the same type of interest among industrial leaders in their employees "after the whistle blows" in as efficient a way as they had provided them with safe protection during their industrial hours. While you may have thought this effort was in vain, may I tell you now that I have seen many signs of the fruitfulness of your efforts in the conservation of these employees on the highway, in addition to a deeper appreciation of the problem on the part of the manufacturers whom we have met. Your dealings with both the manufacturer and labor have been fair, your accomplishments have shown intelligent deliberation, and the results of many of your activities have proved their worth by their lasting qualities.

I trust that you may be spared many more years to carry on the work which you have so ably executed for the social and economic aspects have such a definite bearing on the welfare of the State.

It is certainly a pleasure to be given this opportunity of adding my testimony to the effective work you have already carried out for 20 years.

Cordially yours,

WALTER S. PAINE, *Manager*
Engineering and Inspection Department
Aetna Life Insurance Company.

BUSINESS PATTERN

Comparison of actual results in August with previous months shows that the principal components of the index of general business activity in Connecticut continued to rise. Nevertheless, the increases were not sufficient to offset the heavier seasonal weights imposed and as a result the composite index fell off slightly to an estimated 95% above normal. The United States index, which has moved within a range of one point over the last four months, advanced fractionally in August.

Non-agricultural employment followed an irregular pattern in August. Representative factories in Hartford reported the slightest month-to-month employment increase for that area in almost a year. New Britain showed the largest loss for that city in several years. On the other hand, Bridgeport

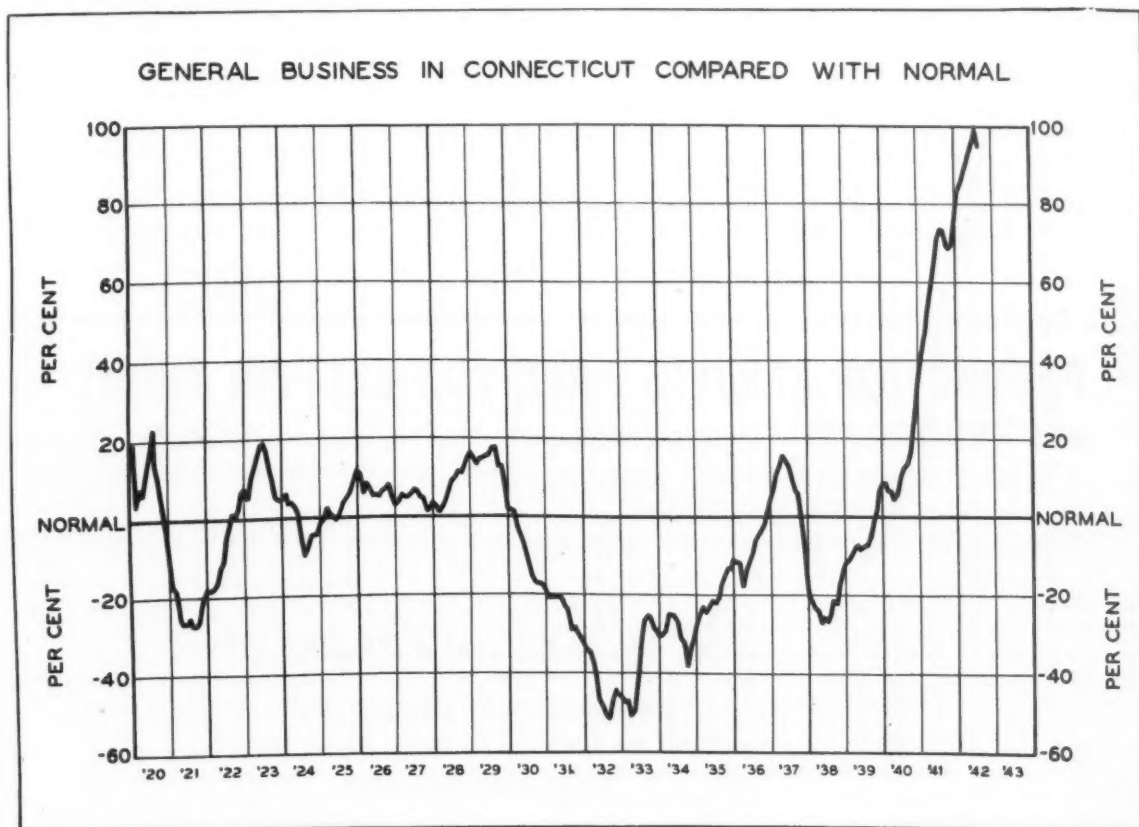
factory employment, which has through most of 1942 shown a relatively slight cumulative rise, gained almost half as much in August as during the preceding seven months. Declines continue to be apparent in Wallingford, the loss since December 1941 amounting to virtually 20% in the establishments covered. Believed to be moderating the upsurge in Connecticut employment are difficulties in converting to war production in clock lines at Waterbury and Bristol, appliances in the Meriden area and office machines at Hartford. Despite a trend towards layoffs because of material shortages and conversion difficulties, the labor turnover rate continues at a level far above that in recent years.

Following the pattern set by employment, the index of manhours worked

in factories fell off six points in August to an estimated 140% above normal. Although gains actually more than offset losses from July to August, the net increase was only a fraction of the seasonal increase which in normal times usually occurs.

Another sharp decline was recorded in the index of construction work in progress in August. Indications are that there is not likely to be a recovery to the level of late spring for the rest of this year at least and probably much longer, particularly since the War Production Board has announced further drastic cuts in the amount of civilian building which may be undertaken without specific authorization. Through the thirty-six weeks ended September 11, 1942 there has been a

(Continued on page 37)



"RES JUDICATA"

ANOTHER POTENTIAL HEAD-ACHE—Louisiana has recently entered the fold of that increasingly large number of states having a sales or use tax. Peculiar is the provision that "nor is it the intention of this Act to levy a tax on bona fide interstate commerce", in that it is constitutional now to levy a tax on interstate sales. We sincerely appreciate the magnanimity of the Louisiana legislature in this respect.

In regard to the use tax, there seems to be no provision for its collection by a foreign "dealer" in that such obligation is imposed on the "dealer" who has imported the commodity.

Thus foreign corporations doing interstate business with Louisiana consumers do not appear to be affected by this law at the present time. However, future regulations issued by the Louisiana Tax Dept. may change the picture.

ANOTHER FIGHT LOOMS—Like the proverbial cat, this Administration has nine lives, or at least believes it is entitled to such. Despite the decisive defeat last spring of the attempt to federalize unemployment compensation, Representative Eliot of Massachusetts has introduced H.R. 7534 which provides the following:

(1) A single federal social insurance trust fund fed by a single payroll tax system to support the following: (a) federal old age benefits; (b) fed-

eral unemployment compensation (the states may retain their own but there will be no credit against the federal tax); (c) federal temporary disability benefits; (d) federal permanent disability benefits; [(c) and (d) will not change workmen's compensation laws]; (e) maternity benefits; (f) hospitalization benefits; (g) completely federalized employment service.

(2) Tax Rates: Both employers and employees—

(a) 5% 1943—1945; (b) 5½% 1946—1948; (c) 6% thereafter.

(3) Coverage extended to:

(1) Domestic servants; (2) Farm employees; (3) Employees of non-profit employers.

The tax rates on the latter categories will be lower.

Although the immediate purpose of this bill is apparently a sop to the voters in Eliot's congressional district to aid the sponsor to defeat former Governor "Jim" Curley, it has all the earmarks of an administration measure. If this bill itself is not pushed, one similar to it will appear on the scene after the tax bill is laid to rest. Then it will be time to gird our loins.

BIDING THEIR TIME—We often hear the expression that we have a labor government. With the power of unions increasing every day, augmented to a considerable degree by the support of certain federal agencies, no one making

the above remark can be charged with a misstatement. However, we wonder what the situation will be when the 1941 AEF returns and discovers that it must pay union dues either to retain or procure a job. Rumbblings of discontent in respect to union demands along the above lines and also in regard to wages are now being heard throughout the country from members of the armed forces on leave. They say they will take care of the situation when they return.

WALSH-HEALEY CLARIFICATION—The U. S. Department of Labor has issued an official ruling to the effect that if a contractor has two separate and distinct contracts each for less than \$10,000, but in the aggregate exceeding that amount, he is not subject to the Act.

SEMPER FIDELIS—The President, having issued a wage order under assumed constitutional powers, now amends it to provide that the Secretary of Labor may ignore its terms if she finds that any wage stabilization agreement, approved by a government department or agency, is operating satisfactorily. We didn't think that the unions would stand very long for the prohibitions against premium pay as contained in the original broadcast. The President is always faithful.

(Continued on page 39)

PRODUCTION RESULTS—ARE YOU GETTING THEM?

OUR CLIENTS ARE! They are meeting and beating their war contract schedules. This is because "something has been added". To their own capable staffs have been added the experience and ability of WORDEN ENGINEERS.

Would you like to know the results this "combination" has achieved in New England Industry?

You should write for our booklet "What We Do and How We Work"

The **WORDEN COMPANY**

MANAGEMENT ENGINEERS

STATLER BUILDING

BOSTON, MASSACHUSETTS

"Our 11th year of leadership"

TODAY'S INSURANCE PROBLEMS FOR INDUSTRY

(Continued from page 15)

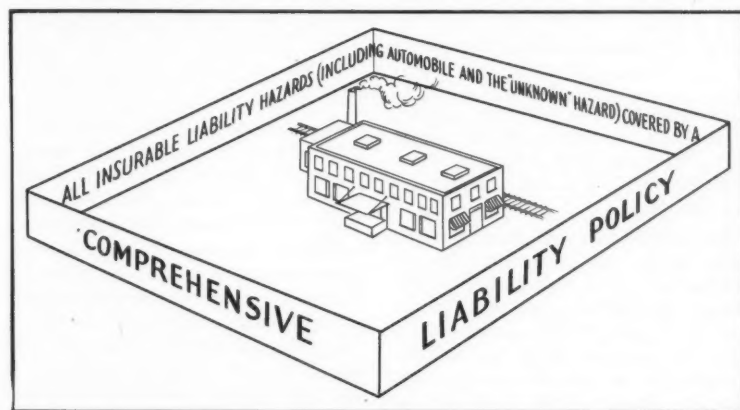
If the task of maintaining a proper program of liability insurance has been a difficult one in the past, those difficulties are magnified today. Under the force of war economy, industry is changing its methods and operations to meet constantly changing conditions. Any one of these changes, even though seemingly unimportant, may have a direct bearing on the insurance program, and it is likely that the insurance buyer in the rush of events may overlook considering this.

However, industry's problem of purchasing complete legal liability protection has been greatly simplified by the comparatively recent introduction of the Comprehensive Liability contract. As a matter of fact, this contract has introduced a new slant to insurance buying. Previously many insurance buyers have purchased their public liability insurance more or less haphazardly. The forms of liability they carried were usually not based on

has ceased during the year and a pro rata additional charge made for any additional exposure that may have developed during the year.

The following list of liability hazards to which the insured may be subject, coverage for which is available under the Comprehensive Liability contract, will indicate the breadth of the coverage:

Automobiles, trucks and trailers owned or hired by the insured; automobiles of employees used in the business; automobiles, trucks and trailers owned by independent contractors and used in the business; premises of the insured, including elevators, escalators and hoists; all business operations regardless of location; the consumption or use of goods manufactured, sold or distributed; liability assumed including written agreements, such as leases, easement or sidetrack agreements, or elevator maintenance agreements or requirements of municipal ordinances; operations performed by independent contractors; draught or driving animals or teams and bicycles; and last but by no means least, automatic coverage for hazards overlooked or improperly described or newly acquired.



a survey of their needs, but determined by the various forms that had been offered to them by the insurance salesmen. Under the Comprehensive Liability contract the insurance advisor says, in effect, to the insurance buyer: "Here is a policy that will automatically and completely insure everyone of the public liability hazards of your business." Illustration 2 shows the effectiveness of this new policy.

The basis for the policy premium is a thorough survey of the liability hazards existing in the business at that time. However, an audit is made at the end of the policy year and a pro rata credit allowed for any exposure that

BUSINESS PATTERN

(Continued from page 35)

drop of almost 50% in the value of building permits issued in Connecticut for both construction and alterations of a residential or non-residential nature. Similar large declines have occurred throughout the country in general.

Earnings and hours figures for the latest period covered show that in June the average Connecticut male factory employee received \$52.26 for

a 48.4 hour week. Although the work week was fractionally less than in the preceding month, weekly wages increased 2% over May, and 27% over June of 1941. The basic Connecticut average, excluding overtime, was 6% above the corresponding United States figure and with overtime was 22% above the United States average. Similarly, the average Connecticut female industrial employee received \$30.23 for a 43.3 hour week, 3% above May and 22% above June of 1941. Again, the basic female wage in Connecticut was 15% above the United States average and including overtime, was 29% above the United States average.

In the week ended September 5 the United States Bureau of Labor Statistics Index of Wholesale Prices stood at 99.1% of the 1926 average. At this point the index had reached a new high and was 9% above the corresponding 1941 week. As in the past, rises in prices of agricultural commodities were primarily responsible for the climb in the index. Such rises will probably continue for a time since the farm prices of five principal commodities are at present only 76% of parity.

Retail prices of goods sold by department stores in the United States in August, as measured by the Fairchild Index, were unchanged as compared with July. Currently, prices are 10.2% above the 1941 level and 27.2% above August 1939, just before the outbreak of war in Europe. Prices are expected to continue unchanged for some time because of large inventories, particularly of textile apparel and shoes.

Between July and August the cost of living in the United States as measured by the National Industrial Conference Board rose 0.3%. Food which rose 0.8% was chiefly responsible for the increase. The index has risen 9.7% since August of 1941.

Figures just released by the Office of War Information, covering the period from June 1940 through June 1942 show that Connecticut continues to maintain its lead over all other states on a per capita basis in the matter of total supply and facilities contracts awarded by the Army, Navy and Maritime Commission to industries within the state. The Connecticut per capita figure of \$1,903 is more than three times the United States average. On the basis of the total volume of contracts, Connecticut with \$3,253 millions remains in seventh place.

PUBLIC RELATIONS HINTS

By CHARLES BRUNELLE, *Public Relations Counsel, Hartford*

CHRISTMAS PACKAGES for employees in the services are occupying the thoughts of many alert concerns. Those in consumer goods field will send company products. Suggested for others: home town newspaper, special edition of plant news, notes from men in same department—even just their signatures on a form letter . . .

★ ★ ★

WE KEEP HEARING about and running into personnel men who have been asked to do a mass morale job when they were hired to do *individual* work. On the other hand, more and more companies are realizing how sales or advertising departments and agencies can be utilized for production and other mass drives . . .

★ ★ ★

HOUSE ORGAN THOUGHT: get the stories of the women (and men, too) who are really making personal sacrifices—in spite of income gain—by taking a job in your plant, particularly those who are doing exceptionally well. The “guess I’ll stay home today” fellows will be helped to more effort by inspirational stories of others in the same shop.

★ ★ ★

ANOTHER HOUSE ORGAN thought: keep employees thoroughly informed about the healthful entertainment in your area, which may be strange to many of them. Positive action will help keep them out of energy-dredging night spots. All YMCA’s, for instance, have programs—both physical and social—which really appeal. Your personnel man can check with the one nearest you. . . .

★ ★ ★

AND STILL ANOTHER house organ note: take a typical worker and his family, working on a good budget

which sensibly employs his increased income—and sell that idea to the others. That’s not paternalism—it’s friendly help. . . .

★ ★ ★

ASSOCIATED BUSINESS Papers are still promoting their “A Guide to Effective Wartime Advertising”, which just means that many who could use it have not yet asked for it. Just write Associated Business Papers, 369 Lexington Avenue, New York, N. Y. Not strictly a promotion piece; it will help anyone wondering how to get certain ideas across these days. . . .

★ ★ ★

DOES THIS COLUMN help anyone? For the fifth consecutive month it offers original public relations hints and reports public relations activities in various fields. But—does anyone get anything out of it? . . .

THEY ARE INTERESTED IN MORE THAN PAY

(Continued from page 18)

force themselves to start this. Apparently years of talking mostly about shop headaches has produced blind spots for the little things that are going smoothly.

Bad News Charlie, and his foremen, took good performance for granted and never mentioned it. They had to be shocked into noticing the good news, and prodded into mentioning it to the men. Here are some reports on how it worked, once they got into this essential habit for industrial leadership:

“Operation 63 is tedious and monotonous. We had a large turnover of employees on this which cost us plenty. Our present crew has stayed longer than others since I have made it a practice to drop by each one each week and make a little favorable comment about something I see them doing.”

“My assistant (stenographer) is no longer behind in her work since I have complimented her on some of it. I was going to ask for another girl part time to help out in the work, but that is not needed now. Yesterday she took some spots off my hat with her type cleaner.”

“I was surprised to find how it works

on the low level jobs. Lowest rated job in my department is sorting scrap. I said to him ‘You’ve got sharp eyes for that sorting.’ His work has improved more since.”

“Got service delivery man to separate work that he would always forget on last day of the week, by simply telling him that outside of that he was about the best delivery man yet.”

“An operator gave me some help on a difficult job some time ago. Later I told him how much it had helped out. Recently he offered to do a similar job which he saw us starting, without even being asked.”

“Operator on a tough job was having a bad day with his set-ups. I stopped by and commented about how well it had been going with him before this trouble. It is the first time he has got through this trouble without getting mad and spoiling a lot of material.”

“I am fairly new here, and was getting discouraged. After your conference my boss went out of his way to tell me how much two people with whom I had dealings were impressed by the amount of information I had picked up about the company in such a short time. Although I knew what made him tell me this, it still meant a lot to me and helped me over my discouragement.”

There is powerful leverage in this P-raise, even when people see through it, as with the instance above. It also has use as a substitute for bawling out, as the following amusingly shows:

“One of my men whistled most of the time, and it got on my nerves. I had been trying to screw up courage enough to call him down for this. After the conference I tried a different strategy. The next morning I stopped by and told him he was the best whistler I had ever heard. That is all I said, but I am sure he doesn’t whistle as much—maybe he was just doing it to try to get my goat.”

No. The boss doesn’t have to go out of his way to find bad news. It comes to him in truckloads.

And he doesn’t have to go out of his way to find good news. It’s right under his eyes all the time if he only looks for it—and tells the men about it, every week.

Build up morale and production by giving each man some good news each week.

Don’t neglect the troubles, and don’t neglect the good news.

ACCOUNTING HINTS

(Contributed by Hartford Chapter, National Association of Cost Accountants)

EXECUTIVE ATTITUDE TOWARD COST OF OPERATIONS:

The story of the success of most New England industries attributes most of the credit to the skill, energy and business acumen of its executives. Close attention to the affairs of the company, careful supervision of purchases and operating costs were instinctive traits. Competitive conditions stimulated their talents and this was supplemented by Yankee ingenuity in solving problems and evolving new methods, processes and products.

It is unfortunate to observe that a slight change of mental attitude is beginning to make an appearance. While this cannot be condoned, it is nevertheless understandable that under the wave of governmental regimentation of varying degrees of competency, affecting practically every phase of business operations, executives should begin to become discouraged and lose interest in their proper functions.

Heretofore the essence of management has been to control operating costs. But this function is now so largely dominated by governmental influences that individual efforts are of little effect. Material costs and availability, labor conditions and rates, as well as numerous overhead factors are all under outside regulation and external domination. The patience of management is being sorely tried by many of the acts and inefficiencies of the red tape of the existing regime. The endless chain of reports and questionnaires does not tend to ease the tension. And, lastly, the discouraging effects of the prospective tax legislation and renegotiation of contracts have all served to develop a slight tendency toward a "what's-the-use" attitude.

This tendency has manifested itself in indifference as to the necessity and economy of certain expenditures, efficiency of help and operations, and in some instances by refraining from endeavoring to obtain more than a normal volume of business even though contracts would be readily obtainable.

Notwithstanding the discouragement encountered, it is imperative that a long range perspective be taken. The indifference as to costs of operations

must be overcome; interest must be taken in exercising the control function, even if presently under considerable limitation, for the ultimate salvation of the company and its survival through post-war problems, competition and readjustment will largely hinge upon how well its affairs are under control. It may be timely to now delegate the development of suitable controls on various phases of operations to a selected individual or controller. Such person should be soundly informed on accounting matters for, in industry especially, accounting records and technique are essential to effective control. They are frequently alluded to as "tools of management".

★ ★ ★

WAR TIME QUALIFICATION TO FINANCIAL STATEMENTS:

In the preparation or certification of financial statements it is sometimes inevitable that qualifications be noted relative to unascertained factors or contingencies. This may be occasioned by the uncertainty of pending litigation and possibly retroactive legislation.

Companies operating on profitable government contracts, which are subject to the provisions of the War Profits Control Act are faced with the possibility of renegotiation of prices which may materially affect the reported profits and the financial condition of the concern. In some instances reserves are set up, by deductions from the income account, to provide for such contingency, but when this is not done there is a normal obligation to at least give notice thereof by means of a qualifying footnote on the statements.

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COST ACCOUNTANTS PROGRAM:

The series of monthly technical meetings of Hartford Chapter of the National Association of Cost Accountants will be devoted to war-time accounting problems.

The subject scheduled for the October 20 meeting is "Priorities and Production Quotas". Edwin Howard, Priorities Manager of the Hartford Branch of the War Production Board has been secured as the speaker.

"RES JUDICATA"

(Continued from page 36)

THE LAST STRAW—From Minnesota comes the decision that a man is not "available for work" if union regulations prohibit his taking a job offered to him. The Minnesota legislators undoubtedly blinked at that interpretation and unless the Supreme Court of that state has a different idea, our belief is that there will be a few changes made.

P.S. "Res Judicata" wonders when Congress will develop some "guts" in the battle against inflation. Some day we may have an investigation in regard to our unpreparedness for this war. We also might have an investigation if inflation threatens the loss of it. This investigation will be easy.

WOOD LOCKERS

3-Week Delivery

NO PRIORITY

★ ★ ★

MISCELLANEOUS

STEEL FILING EQUIPMENT

and FURNITURE

NO PRIORITY

★ ★ ★

WOOD DESK, CHAIRS

and FILES with steel

drawer bodies and suspensions

IN STOCK

NO PRIORITY

BARNEY'S INC.

HARTFORD, CONN.

TELEPHONE 7-8129

IT'S MADE IN CONNECTICUT

Ed. NOTE. This department, giving a partial list of products manufactured in Connecticut by company, seeks to facilitate contacts between prospective purchasers in domestic or foreign markets and producers. It includes only those listings ordered by Connecticut producers. Interested buyers may secure further information by writing this department.

(Advertisement)

Accounting Forms		Bathroom Accessories		Brick-Building	
The Baker Goodyear Co	New Haven	The Autoyre Company	Oakville	The Donnelly Brick Co	New Britain
Accounting Machines		The Charles Parker Co	Meriden	Bricks-Fire	
Underwood Elliott Fisher Co	Hartford	Bearings		Howard Company	New Haven
Adding Machines		New Departure Div of General Motors	(ball) Bristol	Broaching	
Underwood Elliott Fisher Co	Hartford	The Fafnir Bearing Co (ball)	New Britain	The Hartford Special Machinery Co	Hartford
Advertising Printing		Norma-Hoffmann Bearings Corp	(ball and roller) Stamford	Brooms-Brushes	
The Case Lockwood & Brainard Co	Hartford	Bells		The Fuller Brush Co	Hartford
Advertising Specialties		Bevin Brothers Mfg Co	East Hampton	Buckles	
The H C Cook Co 32 Beaver St	Ansonia	The Gong Bell Mfg Co	East Hampton	The Hatheway Mfg Co (Dee Rings)	Bridgeport
Scovill Manufacturing Co (Made to Order)	Waterbury	Sargent and Co	New Haven	The Hawie Mfg Co	Bridgeport
The Waterbury Button Co	Waterbury	The N N Hill Brass Co	East Hampton	The G E Prentice Mfg Co	New Britain
Aero Webbing Products		Belting		John M Russell Mfg Co Inc	Naugatuck
Russell Mfg Co	Middletown	Hartford Belting Co	Hartford	B Schwanda & Sons	Staffordville
Air Compressors		The Russell Mfg Co	Middletown	The Patent Button Co	Waterbury
The Spencer Turbine Co	Hartford	The Thames Belting Co	Norwich	The Waterbury Button Co	Waterbury
Aircraft Accessories		Benches		Buffing & Polishing Compositions	
Warren McArthur Corp (Airplane Seating)	Bantam	The Charles Parker Co (piano)	Meriden	Apothecaries Hall Co	Waterbury
Aircraft-Repair & Overhaul		Bicycle Coaster Brakes		Lea Mfg Co	Waterbury
United Airports Div United Aircraft Corp	Rentschler Field East Hartford	New Departure Div General Motors Corp	Bristol	Buffing Wheels	
Airplanes		Bicycle Sundries		The Williamsville Buff Mfg Co	Danielson
Vought-Sikorsky Aircraft, Div United Aircraft Corp	Stratford	New Departure Div General Motors Corp	Bristol	Buttons	
Aluminum Castings		Colonial Board Company	Manchester	B Schwanda & Sons	Staffordville
Newton-New Haven Co 688 Third Avenue	West Haven	Binders Board		The Patent Button Co	Waterbury
Aluminum Forgings		Biological Products		Colt's Patent Fire Arms Mfg Co	Hartford
Scovill Manufacturing Co (small)	Waterbury	Ernst Bischoff Company Inc	Ivoryton	Scovill Manufacturing Co (uniform and tack fastened)	Waterbury
Aluminum Goods		Blades		The Waterbury Button Co	Waterbury
Scovill Manufacturing Co (To Order)	Waterbury	Capewell Manufacturing Company, Metal Saw Division, (hack saw and band saw)	Hartford	Cabinets	
Aluminum-Sheets & Coils		Blocks		The Charles Parker Co (medicine)	Meriden
United Smelting & Aluminum Co Inc	New Haven	Howard Company (cupola fire clay)	New Haven	Cable	
Ammunition		Blower Fans		The Wiremold Co (electric, non-metallic sheathed)	Hartford
Remington Arms Co Inc	Bridgeport	The Spencer Turbine Co	Hartford	Cams	
Artificial Leather		Colonial Blower Company	Hartford	The Hartford Special Machinery Co	Hartford
The Permatex Fabrics Corp	Jewett City	Blower Systems		Carpets and Rugs	
Zapon Div, Atlas Powder Co	Stamford	Colonial Blower Company	Hartford	Bigelow-Sanford Carpet Co	Thompsonville
Asbestos		Boilers		Carpet Lining	
Rockbestos Products Corp (insulated wire, cable and cords)	New Haven	The Bigelow Co	New Haven	Palmer Brothers Co	New London
The Raybestos Div of Raybestos-Manhattan Inc (brake lining, clutch facings, sheet packing and wick)	Bridgeport	Petroleum Heat & Power Co (domestic only)	Stamford	Castings	
Assemblies, Small		Bolts and Nuts		The Charles Parker Co (gray iron)	Meriden
The Greist Manufacturing Co	New Haven	Clark Brothers Bolt Co	Milldale	The Bradley & Hubbard Mfg Co (gray iron, brass, bronze, aluminum)	Meriden
The Wallace Barnes Co Div, Associated Spring Corp	Bristol	The O K Tool Co Inc (T-Slot)	33 Hull St Shelton	The Gillette-Vibber Co (gray iron, brass, bronze, aluminum, also Bronze Bushing Stock)	New London
Auto Cable Housing		The Blake & Johnson Co (nuts, machine screws, bolts, stove)	Waterville	The Sessions Foundry Co (gray iron)	Bristol
The Wiremold Company	Hartford	Box Board		John M Russell Mfg Co Inc (brass, bronze and aluminum)	Naugatuck
Automatic Control Instruments		The Lydall & Foulds Paper Co	Manchester	Malleable Iron Fittings Co (malleable iron and steel)	Branford
The Bristol Co (temperature, pressure, flow, humidity, time)	Waterbury	National Folding Box Co	New Haven	McLagon Foundry Co (gray iron)	New Haven
Automobile Accessories		New Haven Pulp & Board Co	New Haven	Newton-New Haven Co (zinc and aluminum)	688 Third Ave West Haven
The Rostand Mfg Co (windshields, seats, and body hardware)	Millford	Robertson Paper Box Co	Montville	Philbrick-Booth & Spencer Inc (gray iron)	Hartford
The Raybestos Div of Raybestos-Manhattan Inc (brake lining, rivets brass, clutch facings, packing)	Bridgeport	Boxes-Paper-Folding		Scovill Manufacturing Co (brass and bronze)	Waterbury
Automotive Friction Fabrics		Atlantic Carton Corp	Norwich	Union Mfg Co (gray iron)	New Britain
The Russell Mfg Co	Middletown	S Curtis & Son Inc	Sandy Hook	Wilcox Crittenden & Co Inc (gray iron and brass)	Middletown
Automotive & Service Station Equipment		M S Dowd Carton Co	Hartford	Castings-Permanent Mould	
Scovill Manufacturing Co (Canned Oil Dispensers)	Waterbury	National Folding Box Co (paper folding)	New Haven	The Bradley & Hubbard Mfg Co (zinc and aluminum)	Meriden
The Raybestos Div of Raybestos-Manhattan Inc (brake service machinery)	Bridgeport	The New Haven Pulp & Board Co	New Haven	Centrifugal Blower Wheels	
Bakelite Moldings		Robertson Paper Box Co	Montville	The Torrington Manufacturing Co	Torrington
The Waterbury Button Co	Waterbury	Brake Linings		Chain	
Balls		Colt's Patent Fire Arms Mfg Co	Hartford	John M Russell Mfg Co Inc	Naugatuck
The Abbott Ball Co (steel bearing and burnishing)	Hartford	The Raybestos Div of Raybestos-Manhattan Inc (automotive and industrial)	Bridgeport	Chain-Welded and Weldless	
The Hartford Steel Ball Co (steel bearing and burnishing, brass, bronze, monel, stainless, aluminum)	Hartford	The Russell Mfg Co	Middletown	Bridgeport Chain & Mfg Co	Bridgeport
Barrels		Brass and Bronze		Chains-Bead	
The Abbott Ball Co (burnishing and tumbling)	Hartford	The American Brass Co (sheet, wire rods, tubes)	Waterbury	The Bead Chain Mfg Co	Bridgeport
The Hartford Steel Ball Co (tumbling)	Hartford	The Bristol Brass Corp (sheet, wire, rods)	Bristol	Chemicals	
Baskets		The Miller Co (phosphor bronze in sheets, strips and rolls)	Meriden	Apothecaries Hall Co	Waterbury
Bearings		The Thinsheet Metals Co (sheets and rolls)	Waterbury	MacDermid Incorporated	Waterbury
Benchmarks		Brass Goods		American Cyanamid & Chemical Corp	Waterbury
Benchmarks		Sargent and Company	New Haven	Chromium Plating	
Benchmarks		Scovill Manufacturing Co (To Order)	Waterbury	Chromium Corp of American	Waterbury
Benchmarks		Brass Mill Products		The Chromium Process Company	Derby
Benchmarks		Bridgeport Brass Co	Bridgeport	Chucks & Face Plate Jaws	
Benchmarks		Scovill Manufacturing Co	Waterbury	Union Mfg Co	New Britain
Benchmarks		Brass Stencils-Interchangeable		Clamps-Wood Workers	
Benchmarks		The Fletcher Terry Co	Box 415, Forestville	Sargent and Company	New Haven
Benchmarks		Brass Stencils-Interchangeable		Clay	
Benchmarks		Brass Stencils-Interchangeable		Howard Company (Fire Howard "B" and High Temperature Dry)	New Haven

IT'S MADE IN CONNECTICUT

—CONTINUED—

Cleansing Compounds
MacDermid Incorporated Waterbury

Clutch Facings
The Russell Mfg Co Middletown

Clutch-Friction
The Carlyle Johnson Mach Co (Johnson Expanding Ring; Multiple Disc Maxitorq) Manchester
The Raybestos Div of Raybestos-Manhattan Inc (clutch facings—molded, woven, fabric, metallic) Bridgeport

Comfortables
Palmer Brothers Co New London

Cones
Sonoco Products Co (Climax-Lowell Div) (Paper) Mystic

Consulting Engineers
The Stanley P Rockwell Co Inc (Consulting) 296 Homestead Ave Hartford

Contract Manufacturers
The Greist Mfg Co (metal parts and assemblies) 503 Blake St New Haven

Copper
The American Brass Co (sheet, wire, rods, tubes) Waterbury
The Bristol Brass Corp (sheet) Bristol
Scovill Manufacturing Co (pipe and service tubing) Waterbury
The Thinsheet Metals Co (sheets and rolls) Waterbury

Copper Sheets
The New Haven Copper Co Seymour

Copper Shingles
The New Haven Copper Co Seymour

Copper Water Tube
Bridgeport Brass Co Bridgeport

Cork Cots
Sonoco Products Co (Climax-Lowell Div) Mystic

Corrugated Box Manufacturers
The Danbury Square Box Co Danbury

Corrugated Shipping Cases
D L & D Container Corp 87 Shelton Ave New Haven
Connecticut Corrugated Box Div Robert Galt Co Inc Portland

Cosmetics
Northam Warren Corporation Stamford
The J B Williams Co Glastonbury

Cotton Batting & Jute Batting
Palmer Brothers New London

Cotton and Jute Batting
The Gilman Brothers Company Gilman

Cotton Yarn
The Floyd Cranska Co Moosup

Counting Devices
Veeder-Root Inc Hartford

Cut Stone
The Dextone Co New Haven

Cutters
The Standard Machinery Co (rotary board, single and duplex) Mystic
The O K Tool Co Inc (inserted tooth milling) 33 Hull St Shelton

Dictating Machines
Dictaphone Corporation Bridgeport
The Soundcriber Corporation New Haven

Die Castings
Newton-New Haven Co Inc 688 Third Ave West Haven

Dies
The Hoggson & Pettis Mfg Co 141 Brewery St New Haven

Die-Heads—Self-Opening
The Eastern Machine Screw Corp Truman & Barclay Sts New Haven
The Geometric Tool Co New Haven

Dish Washing Machines
Colt's Patent Fire Arms Mfg Co Hartford

Draperies
Palmer Brothers Co New London

Drop Forgings
Wilcox Crittenden & Co Inc Middletown
The Blakeslee Forging Co Plantville
Atwater Mfg Co Plantville
Capewell Mfg Company Hartford

Dowel Pins
The Allen Manufacturing Co Hartford

Edged Tools
The Collins Co (axes and other edged tools) Collinsville

Elastic Webbing
The Russell Mfg Co Middletown

Electric Appliances
The Silcox Co 80 Pliny St Hartford

Electric Cables
Rockbestos Products Corp (asbestos insulated) New Haven

Electrical Conduit Fittings & Grounding Specialties
The Gillette-Vibber Company New London

Electric Cords
Rockbestos Products Corp (asbestos insulated) New Haven

Electric Eye Control
United Cinephone Corporation Torrington

Electric-Commutators & Segments
The Cameron Elec Mfg Co (rewinding motors) Ansonia

Electric Fixture Wire
Rockbestos Products Corp (asbestos insulated) New Haven

Electric Heating Element & Units
Rockbestos Products Corp (asbestos insulated) New Haven

Electric Panel Boards
The Plainville Electrical Products Co Plainville

Electric Wire
Rockbestos Products Corp (asbestos insulated) New Haven

The Whitney Blake Co (Graybar Elec Co Exclusive Distributors)
Hamden

Electrical Control Apparatus
The Trumbull Electric Mfg Co Plainville

Electrical Control Equipment
Colt's Patent Fire Arms Mfg Co Hartford

Electrical Recorders
The Bristol Co Waterbury

Electrical Goods
A C Gilbert Co New Haven

Colt's Patent Fire Arms Mfg Co
Hartford

Electrical Switches
Colt's Patent Fire Arms Mfg Co Hartford

Electrotypes
W T Barnum & Co Inc (all classes) New Haven

Elevators
The Eastern Machinery Co (passenger and freight) New Haven

General Elevator Service Co Inc (freight, passenger and residence)
Hartford

Embalming Chemicals
The Embalmers' Supply Co Westport

Engines
Wolverine Motor Works Inc (diesel stationary marine) Bridgeport

Pratt & Whitney Aircraft Div United Aircraft Corp (aircraft)
East Hartford

Envelopes
Plimpton Mfg Co Div U S Envelope Co (Manufactures) Hartford
Curtis 1000 Inc Hartford

Extractors—Tap
The Walton Co 94 Allyn St Hartford

Eyelets
The Platt Bros & Co P O Box 1030 Waterbury
Scovill Manufacturing Co Waterbury
The Waterbury Button Co Waterbury

Fasteners—Slide & Snap
The G E Prentice Mfg Co New Britain
Sargent and Co New Haven
Scovill Manufacturing Co (snap) Waterbury

FELT—All Purposes
American Felt Co (Mills & Cutting Plant) Glenville

Ferrules
The Waterbury Button Co Waterbury

Fibre Board
The C H Norton Co North Westchester

Finger Nail Clippers
The H C Cook Co 32 Beaver St Ansonia

Firearms
Colt's Patent Fire Arms Mfg Co Hartford
Remington Arms Co Inc Bridgeport

Fire Hose
Fabrics Fire Hose Co (municipal and industrial) Sandy Hook

Fireplace Goods
The John P Smith Co (screens) 423-33 Chapel St New Haven

The Rostand Mfg Co
Miford

Fireproof Floor Joists
The Dextone Co New Haven

Fishing Equipment
The Horton Mfg Co (reels, rods, lines) Bristol

Fishing Lines
The Bevin-Wilcox Line Co East Hampton

Fishing Tackle
The H C Cook Co 32 Beaver St Ansonia

Flashlight Cases
Scovill Manufacturing Co (metal) Waterbury

Fluorescent Lighting Equipment
The Wiremold Company Hartford

Forgings
Clark Brothers Bolt Co Milldale
Heppenstall Co (all kinds and shapes) Bridgeport

Scovill Manufacturing Co (non-ferrous)
Waterbury

Foundries
Union Mfg. Co (gray iron) New Britain
Wilcox Crittenden & Co Inc (iron, brass, aluminum and bronze) Middletown
The Sessions Foundry Co (iron) Bristol

Foundry Riddles
The John P Smith Co 423-33 Chapel St New Haven

Galvanizing & Electric Plating
The Gilman Brothers Company Gilman

Furniture Pads
Fuses

Colt's Patent Fire Arms Mfg Co
Hartford

Galvanizing
The Gillette-Vibber Co New London

Malleable Iron Fittings Co
Branford

Wilcox Crittenden & Co Inc
Middletown

Gaskets
The Raybestos Div of Raybestos-Manhattan Inc Bridgeport

Gauges
The Bristol Co (pressure and vacuum—recording automatic control) Waterbury

Gears—Reverse & Reduction for Motor Boats
The Snow-Nabstedt Gear Corp New Haven

Gears and Gear Cutting
The Hartford Special Machinery Co Hartford

General Plating
The Chromium Process Co (copper, nickel, chromium and cadmium plating) Derby

Glass Coffee Makers
The Silcox Co 80 Pliny St Hartford

Glass Cutters
The Fletcher Terry Co Box 415, Forestville

Golf Equipment
The Horton Mfg Co (clubs, shafts, balls, bags) Bristol

Graphite Crucibles & Products
American Crucible Co Shelton

Greeting Cards
A D Steinbach & Sons Inc New Haven

Grinding
The Centerless Grinding Co Inc (Precision custom grinding; centerless, cylindrical, surface, internal, and special) Bridgeport
19 Staples Street

The Hartford Special Machinery Co
Hartford

Hardware
Sargent and Co New Haven
Wilcox Crittenden & Co Inc (marine heavy and industrial) Middletown

Hardware—Trailer Cabinet
The Excelsior Hardware Co Stamford

Hardware, Trunk & Luggage
J H Sessions & Son Bristol

Hat Machinery
Doran Brothers Inc Danbury

Headers
The E J Manville Machine Co Waterbury

Heat Treating
The A F Holden Co 200 Winchester St New Haven

The Bennett Metal Treating Co
1045 New Britain Ave Elmwood

The Stanley P Rockwell Co Inc
296 Homestead Ave Hartford

Heat-Treating Equipment
The Autotype Company Oakville
The A F Holden Co 200 Winchester St New Haven

The Stanley P Rockwell Co Inc (commercial)
296 Homestead Ave Hartford

The Wallace Barnes Co Div Associated Spring Corp
Bristol

Heating Apparatus
Crane Company Bridgeport

Highway Guard Rail Hardware
Malleable Iron Fittings Co Branford

Hinges
Sargent and Company New Haven

Homer D Bronson Company
Beacon Falls

Holists and Trolleys
Union Mfg Company New Britain

Hollow Screws
The Allen Manufacturing Co Hartford

Hose Supporter Trimmings
The Hawie Mfg Co (So-Lo Grip Tabs) Bridgeport

Hot Water Heaters
Petroleum Heat & Power Co (Instantaneous domestic oil burner) Stamford

Industrial Finishes
Zapon Div Atlas Powder Co Stamford

Insecticides
American Cyanamid & Chemical Corp Waterbury

Insulated Wire Cords & Cable
The Kerite Insulated Wire & Cable Co Inc Seymour

The Whitney Blake Co (Graybar Elec Co Exclusive Distributors)
Hamden

Japanning
J H Sessions & Son Bristol

Jointing
The Raybestos Div of Raybestos-Manhattan Inc (compressed sheet) Bridgeport (Advt.)

IT'S MADE IN CONNECTICUT

—CONTINUED—

Screws
The Blake & Johnson Co (machine) Waterville
Corbin Screw Div, American Hardware Corp New Britain
Sargent and Company New Haven
Clark Brothers Bolt Co Middale
The Charles Parker Co (wood) Meriden
Scovill Manufacturing Co (cap and machine) Waterbury

Screws (Machine)
The Connecticut Manufacturing Company Waterbury

Scythes
Winsted Manufacturing Co Winsted

Sewing Machines
The Greist Mfg Co (Sewing machine attachments) 503 Blake St New Haven
The Merrow Machine Co (Industrial) 2814 Laurel St Hartford

Shaving Soaps
The J B Williams Co Glastonbury

Shears
The Acme Shear Co (household) Bridgeport

Sheet-Metal Products
The American Brass Co (brass and copper) Waterbury

Sheet Metal Stampings
The American Buckle Co West Haven
The Patent Button Co Waterbury
J H Sessions & Son Bristol

Showcase Lighting Equipment
The Wiremold Company Hartford

Signals
The H C Cook Co (for card files) 32 Beaver St Ansonia

Silks
Cheney Brothers South Manchester

Sizing and Finishing Compounds
American Cyanamid & Chemical Corp Waterbury

Smoke Stacks
The Bigelow Company (steel) New Haven

Soap
The J B Williams Co (industrial soaps, toilet soaps, shaving soaps) Glastonbury

Special Parts
The Greist Mfg Co (small machined, especially precision stampings) 503 Blake St New Haven

Sponge Rubber
The Sponge Rubber Products Co Derby

Spreads
Palmer Brothers Company New London

Spring Colling Machines
The Torrington Manufacturing Co Torrington

Spring Units
American Chain & Cable Co Inc Bridgeport
Owen Silent Spring Co Inc (mattresses and upholstery furniture) Bridgeport

Spring Washers
The Wallace Barnes Co Div Associated Spring Corp Bristol

Springs—Coil & Flat
The Humason Mfg Co Forestville
The Wallace Barnes Co Div Associated Spring Corp Bristol

Springs—Flat
The Wallace Barnes Co Div Associated Spring Corp Bristol

Springs—Furniture
American Chain & Cable Co Inc Bridgeport
Owen Silent Spring Co Inc Bridgeport

Springs—Wire
The Wallace Barnes Co Div Associated Spring Corp Bristol

Springs, Wire & Flat
The Autoyre Company Oakville

Stair Pads
Palmer Brothers Company New London

Stamps
The Hoggson & Pettis Mfg Co (steel) 141 Brewery St New Haven

Stampings—Small
The Greist Manufacturing Co New Haven
The Wallace Barnes Co Div Associated Spring Corp Bristol

Staples
Sargent and Company New Haven

Steel Castings
The Hartford Electric Steel Co (carbon and alloy steel) 540 Flatbush Ave Hartford
Malleable Iron Fittings Co Branford
Nutmeg Crucible Steel Co Branford

Steel—Cold Rolled Spring
The Wallace Barnes Co Div Associated Spring Corp Bristol

Steel—Cold Rolled Stainless
Wallingford Steel Company Wallingford

Steel—Cold Rolled Strip and Sheets
Wallingford Steel Company Wallingford

Steel Goods
Scovill Manufacturing Co (To Order) Waterbury

Steel—Magnetic
Cinaudagraph Corporation Stamford

Stereotypes
W T Barnum & Co Inc New Haven

Stop Clocks, Electric
The H C Thompson Clock Co Bristol

Studio Couches
Waterbury Mattress Co Waterbury

Surface Metal Raceways & Fittings
The Wiremold Company Hartford

Switchboards
Plainville Electrical Products Co Plainville

Switchboards Wires and Cables
Rockbestos Products Corp (asbestos insulated) New Haven

Switches
Colt's Patent Fire Arms Mfg Co Hartford

Tanks
The Bigelow Company (steel) New Haven

Tape
The Russell Mfg Co Middletown

Tap Extractors
The Walton Co 94 Allyn St Hartford

Taps, Collapsing
The Geometric Tool Co New Haven

Tarred Lines
Brownell & Co Inc Moodus

Telemetering Instruments
The Bristol Co Waterbury

Textile Machinery
The Merrow Machine Co 2814 Laurel St Hartford

Textile Mill Supplies
Ernst Bischoff Company Inc Ivoryton

Textile Processors
The Aspinook Corp (cotton) Jewett City

Thermometers
The Bristol Co (recording and automatic control) Waterbury

Thin Gauge Metals
The Thinsheet Metals Co (plain or tinned in rolls) Waterbury

Thread
Max Pollack & Co Inc Groton
The American Thread Co Willimantic
The Gardiner Hall Jr Co (cotton sewing) South Willington

Wm Johl Manufacturing Co
Mystic

Threading Machines
The Grant Mfg & Machine Co (double and automatic) Bridgeport

Time Recorders
Stromberg Time Corp Thomaston

Timers, Interval
The H C Thompson Clock Co Bristol

Tinning
Wilcox Crittenden & Co Inc Middletown

The Thinsheet Metals Co (non-ferrous metals in rolls)
Waterbury

Tools
The Hoggson & Pettis Mfg Co (rubber workers) 141 Brewery St New Haven
The O K Tool Co Inc (inserted tooth metal cutting) 33 Hull St Shelton

Tools, Dies & Fixtures
The Greist Mfg Co New Haven

Toys
A C Gilbert Company New Haven
The Gong Bell Co East Hampton
The N N Hill Brass Co East Hampton

Trucks—Lift
The Excelsior Hardware Co Stamford

Trucks—Skid Platforms
The Excelsior Hardware Co (lift) Stamford

Tube Clips
The H C Cook Co (for collapsible tubes) 32 Beaver St Ansonia

Tubing
The American Brass Co (brass and copper) Waterbury
Scovill Manufacturing Co (copper alloys) Waterbury

Tubing—Condenser
Scovill Manufacturing Co Waterbury

Typewriters
Underwood Elliott Fisher Co Hartford

Typewriter Ribbons
Underwood Elliott Fisher Co Hartford

Underclearer Rolls
Sonoco Products Co (Climax-Lowell Div) Mystic

Vacuum Bottles and Containers
American Thermos Bottle Co Norwich

Vacuum Cleaners
The Spencer Turbine Co Hartford

Valves—Automatic Air
Beaton & Cadwell Mfg Co New Britain

Valves—Flush
Beaton & Cadwell Mfg Co New Britain

Valves—Relief & Control
Beaton & Cadwell Mfg Co New Britain

Ventilating Systems
Colonial Blower Company Hartford

Vises
The Charles Parker Co Meriden

Washers
The Blake & Johnson Co (brass, copper & non-ferrous) Waterville
American Felt Co (felt) Glenville
Clark Brothers Bolt Co Middale
The Sessions Foundry Co (cast iron) Bristol
J H Sessions & Son Bristol
The Raybestos Div of Raybestos-Manhattan Inc (clutch washers) Bridgeport

Watches
Benrus Watch Co 30 Cherry St Waterbury

Waterproof Dressings for Leather
The Viscol Company Stamford

Webbing
The Russell Mfg Co Middletown

Welding Rods
The Bristol Brass Corp (brass & bronze) Bristol

Wicks
The Russell Mfg Co Middletown

The Raybestos Div of Raybestos-Manhattan Inc (oil burner wicks)
Bridgeport

Wire
The Bristol Brass Corp (brass & bronze) Bristol
The Driscoll Wire Co (steel) Shelton
Hudson Wire Co Winsted Div (insulated & enameled magnet) Winsted
The Atlantic Wire Co (steel) Branford
The Platt Bros & Co (zinc wire) P O Box 1030 Waterbury
Rockbestos Products Corp (asbestos insulated) New Haven
Scovill Manufacturing Co (brass, bronze and nickel silver) Waterbury

Wire Arches and Trellis
The John P Smith Co 423-33 Chapel St New Haven

Wire Baskets
Rolock Inc (for acid, heat, degreasing) Southport

Wire Cable
The Bevin-Wilcox Line Co (braided) East Hampton

Wire Cloth
The C O Jelliff Mfg Co (All metals, all meshes) Southport
The John P Smith Co 423-33 Chapel St New Haven

Wire Drawing Dies
The Waterbury Wire Die Co Waterbury

Wire Dipping Baskets
The John P Smith Co 423-33 Chapel St New Haven

Wire Formings
The Autoyre Co Oakville

Wire Forms
The Humason Mfg Co Forestville
The Wallace Barnes Co Div Associated Spring Corp Bristol

Wire Goods
The Patent Button Co Waterbury
The American Buckle Co (overall trimmings) West Haven
Scovill Manufacturing Co (To Order) Waterbury

Wire Mesh
Rolock Inc (all meshes and metals) Southport

Wiremolding
The Wiremold Company Hartford

Wire Nuts—Solderless
The Wiremold Company Hartford

Wire Reels
The A H Nilson Mach Co Bridgeport

Wire Partitions
The John P Smith Co 423-33 Chapel St New Haven

Wire Rings
The American Buckle Co (pan handles and tinners' trimmings) West Haven

Wire Shapes
Bridgeport Chain & Mfg Co Bridgeport

Woodwork
C H Dresser & Son Inc (Mfg all kinds of woodwork) Hartford

Varns
The Ensing-Bickford Co (gute carpet) Simsbury

Zinc
The Platt Bros & Co (ribbon, strip and wire) P O Box 1030 Waterbury

Zinc Castings
Newton-New Haven Co Inc 688 Third Ave West Haven (Advt.)

SERVICE SECTION

FOR SALE—RENT—WANTED

FOR SALE—One ton Electric Triplex Hoist, 220 volts, 14 feet lift. S. E. 162.

WANTED—A water heater for heating raw river water, for use in beater room of paper mill. In submitting your offer please give full details and specifications, and also capacity. Address S. E. 168.

FOR SALE—3,700 lbs. 21/32" Dia. Cold Drawn Steel Screw Stock, 12' 11" lengths. Address S. E. 169.

FOR SALE—A quantity of steel pulleys, split and solid, of all sizes; also shafting, hangers, hanger boxes, etc. Address S. E. 170.

FOR SALE—Three horizontal tubular boilers good for pressure of 150 lbs. In excellent condition, quadruple riveted, 72" in diameter, 96 three and one-quarter inch tubes, 18 feet long, built by Bigelow of New Haven, April 8, 1918. Have not been used for 6 or 8 years. Must be removed for needed space. Address S. E. 171.

WANTED: By New Haven concern, one used elevator for factory use. Address S. E. 172.

FOR SALE—Ideal manufacturing site on Railroad Avenue, Bridgeport. Architect has already prepared plan for two-story brick building 30 x 140 ft. which, together with cost of land, can be completed for \$47,000. Practically all the iron girders, etc. are on the ground and the balance is available with proper rating. Address S. E. 175.

WAR WORK WANTED—Company AAA1 financially rated, with 100,000 square feet working space, has assembly facilities, foot and power presses, hand and automatic screw machines, plain and universal millers, single and multiple head lathes, drill presses, tappers, etc., desires additional war work of a continuous nature. Address P. O. Box 535, Bridgeport, Conn.

HARDWOOD PRODUCTS—Anxious to start a second shift on products other than for the textile industry. New Fireproof manufacturing plant at Charlotte, N. C., equipped with modern high speed molders, jointers, planers, saws, sanders and lathes for the manufacture of picker sticks and other hardwood products for the textile industry using hickory and dogwood largely. We have a very modern Moore Kiln and 15,000 sq. ft. of warehouse to air dry our materials. Danielson. Address MTA-129.

EMPLOYMENT

EXECUTIVE—Market-Minded. Knows advertising, sales management and co-ordination with production. Has been active, both large and small business. As assistant to president, has been trouble shooter in large organization. Has built national distributing forces. Understands people, customer relations. Excellent styling sense. Export in market and product research for long-range planning. Address P. W. 627.

GRADUATE of Georgetown University Law School. Extensive law experience. Also corporate, personal and other tax work, general corporate, contract, estate, real estate, banking, etc. Business experience as well as legal. Interested in business and legal work connected with armament or munition. Address P. W. 628.

ELECTRICAL ENGINEERS GENERAL CONSTRUCTION and Plant Installation experience. Familiar with mechanical and building trades. Interested in Plant Engineering and Maintenance. Address P. W. 629.

EDITORIAL—Experienced newspaper and magazine writer desires permanent connection as member of editorial staff of a house organ or field magazine. He has a well established name as a columnist. Desires to locate in vicinity of Hartford. Address P. W. 630.

GRADUATE of Wesleyan University and Columbia University Graduate School of Journalism; four years experience as newspaper reporter and copy editor; hard, accurate, efficient worker; age 27, married, good health; seeks public and employee relations work handling publicity, company and employee publications, et cetera. Address P. W. 631.

EXPERIENCED FOUNDRY LABORER aged 34, and a BRASS CASTER, aged 48, are now available for work in the Bridgeport area. Address P. W. 632.

A MAN 34 years of age with a B.S. Degree and five years experience as an organic chemist seeks a position in a Connecticut industry. For further details address P. W. 633.

A BENCH MOLDER aged 39 living in the Bridgeport area seeks a position in a foundry, preferably near his home. Address P. W. 634.

"NO TRAINING needed for me to go back into the brass business to replace drafted man. Practical experience all operations important shop accounting." Address P. W. 635.

ACCOUNTANT-AUDITOR—A former Connecticut bank executive age 47 with over 25 years experience in all branches of accounting and office management would like position with manufacturing concern, insurance company or other individual or corporation where his services would be of value. Address P. W. 640.

GRADUATE of New York University, B.C.S. Degree, 23 years experience in general and cost accounting, office management, chief accountant and statistician, general plant and factory accountant, desires work in similar fields, preferably in New England. Address P. W. 641.

CHEMICAL AND MECHANICAL ENGINEER. Experienced in fuels, combustion, oil burners,—steam, hot water and hot air heating —lubricants, desires technical, sales, service or maintenance position on salaried basis. Address P. W. 644.

EXECUTIVE with 18 years experience in production and high pressure distribution, available to expedite electrical and radio material, or any other responsible position with manufacturer. Age 43. Married. Address P. W. 651.

EXECUTIVE-SECRETARY. Woman with 4½ years Bureau of Investigation experience and executive secretarial work of legal and insurance nature for 14 years desires position as executive-secretary. Forced to seek new position due to government regulations. Address P. W. 652.

GENERALLY CAPABLE executive desires position in war industry. Has held responsible sales and executive positions including General Sales Manager in two large concerns. Forced to seek new location due to government regulation of manufacturing. Address P. W. 654.

EXPERIENCED PURCHASING AGENT, familiar with general manufacturing processes, now employed, would consider change. Address P. W. 655.

HOUSE ORGAN EDITOR long experienced in all phases of publication, from reporting to production of a finished paper or magazine, seeks position with manufacturer. Can handle employee recreation activities. Family, College, 43, veteran first World War. Complete history and specimens with first communication. Address P. W. 657.

SMALL ARMS EXPERT—Former Real Estate Executive, 20 years experience operating large New York City properties. Study of fire arms mechanisms and experimenting with them has been my hobby for 25 years. Am thoroughly familiar with the mechanics of all types of self-loading arms. Skilled mechanic, 2 years experience instrument manufacturing, one year in the shop. Presently employed. Wish position with manufacturer who needs my technical knowledge. Address P. W. 658 (Ind.)

IF—you plan to remain in business after we've swept-up Herr Schicklgruber, then you need an all-around publicity and advertising man with a strong background in merchandising and marketing. Build for our new Tomorrow while knocking the h-l out of Hirohito. Former publicity director for large corset manufacturer and associate editor on daily trade newspaper. College education in Business Administration. Salary \$85.00 Top-notch references. When can he start? Address P. W. 659.

WE HAVE TRAINED 50 YEARS TO DO OUR PART TODAY

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